



**jwu**

JOHNSON & WALES  
UNIVERSITY MAGAZINE

WINTER 2011

# FOCUS 2011

FOCUS 2011 is the culmination of  
20 years of strategic planning.





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## 18 TRINITY RESTORATION

Students and faculty in all disciplines are involved in a collaboration to turn an historic annex at a Providence, R.I. crossroads into a community center for education and the performing arts.

## 31 FOCUS 2011

Johnson & Wales University's four strategic plans have positioned the institution for fiscal stability and sustainable growth into the years ahead.

## 46 CELEBRATING CULTURAL DIVERSITY

International students at the North Miami Campus find camaraderie and a home base in the Cultural Living-Learning Community and annual World Celebrations.



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**CLOCKWISE:** Canada was among the nations represented at World Celebrations at the North Miami Campus; Cynthia Gold '93 picks tea in Sri Lanka; Rhode Island's quirky food culture is on display at the Culinary Arts Museum at Johnson & Wales University; Students collaborate on marketing materials in the Idea Lab on the Providence Campus; Cuisinart Center for Culinary Excellence is the newest LEED certified addition to the Harborside Campus.







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# hening JWU





**Fo•cus** — a noun, a verb and a small word with big impact. Consider this common definition: *a point at which rays of light converge, as after refraction or reflection in an optical system.*

As we near the close of our current strategic plan, FOCUS 2011, our diverse programs, multiple campuses, students, faculty and staff have converged to give rise to a stronger university that reflects the mission upon which it was founded.

Focus is also defined as *a condition in which something can be clearly apprehended or perceived.* We've always had a clear

perception of our mission, our educational model and our commitment to the community at large. And our strategic plans have had the clarity necessary to keep that mission relevant and strong for close to 100 years. In coming issues, we'll reflect on our current plan and the impact it has had by taking you inside the programs and introducing you to the people behind FOCUS 2011.

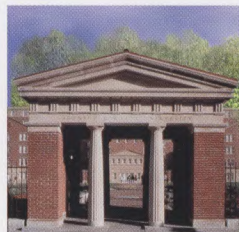
In this issue, though, we take a step back and review our strategic plans to date. Each one has been a piece of a puzzle that shapes who we are today. Our identity as a university is brought to life through the places we impact, the programs we offer and the lives we touch. This issue showcases our impact on places — our campuses, our campus communities and across the globe.

Our mission is as alive today as it was at its founding. Living the mission is an intergenerational journey, with each strategic plan strengthening our university through a focus on students and our continued excellence in providing quality career education. Successive plans have kept our mission relevant by meeting the ever-changing challenges of the global economy. And the power of this mission is evidenced by the impact our students and alumni have on their communities and on the world.

I often hear Chancellor Bowen say that we're in the dream business — helping driven students to make their educational dreams a reality, for themselves and for their families. This is certainly a mission to be proud of and one that can only be achieved by every member of the JWU community coming together — with focus.

*Patricia McLaughlin*

Patricia McLaughlin, J.D.  
Senior Vice President of Institutional Advancement



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### Publisher

Patricia McLaughlin, J.D.  
Senior Vice President of  
Institutional Advancement

### Designer

Diane Sawyer  
Sawyer Design Associates Inc.

### Editor

Catherine Sengel

### Art Director

Ed Pereira

### Page Editors

Jeffrey Cartee '97, '00 MBA  
Tonya Evans  
Sandra Hanson '89  
Melinda Hill  
Melinda Law  
Lindsay Morgan-Tracy  
Piya Sarawgi '94, '02 MBA

### Contributors

Fran Audette	Steven McNally
Meredith Brassil	Madeline Parmenter
Marya Cardoza	Lisa Pelosi
Gregory DiStefano	Stephen Smith
Lorenza Galella	Jenna-Rae St. Martin '12
Michael Golda '12	Ann-Marie Reddy
Sara Guerry	Peter Rood
Matt Gray	Karen Thompson '12
Kara Johnston	Nelia Van Goor
Kyle Marnane '11	Miriam Weinstein '08 MBA
Heidi McClarnon	Houawah Xiong '11
Karen McGibbon '00	

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### JWU University Chancellor

John Bowen '77

### Campus Presidents

Irving Schneider, Ph.D., Providence  
Loreen Chant '89, North Miami  
Bette Matkowski, Denver  
Arthur Gallagher, Charlotte





## JWU Takes the LEED

We are proud to announce that Johnson & Wales University's Cuisinart Center for Culinary Excellence (CCCE) on our Providence Campus was LEED® Gold certified by the U.S. Green Building Council (USGBC) in February.

In a manner that respects and preserves the environment, CCCE is a shining example of our increasing and ongoing commitment to sustainability, our students and the community. LEED certified buildings reduce greenhouse gas emissions and contribute to a healthier environment for all. The center achieved LEED Gold certification for use of materials, energy, lighting, water conservation and other sustainable strategies.

"This project efficiently uses our natural resources and makes an immediate, positive impact on our planet, which will tremendously benefit future generations to come," says **Rick Fedrizzi**, president, CEO and founding chair of USGBC.

Accomplishments like this are the result of years of hard work and the diligent efforts of many individuals. The architectural firm of Tsoi/Kobus & Associates (TKA) collaborated with culinary deans and faculty to ensure the building reflects the level of excellence our curriculum demands, and JWU's commitment to sustainability, social responsibility and gold standard for food safety.

Special thanks and recognition are due as well to JWU's Facilities Management team, Creative Services Group, Bacon Construction and all of the companies and vendors who worked with us, for their enthusiasm, support and expertise on the project.



# THEN



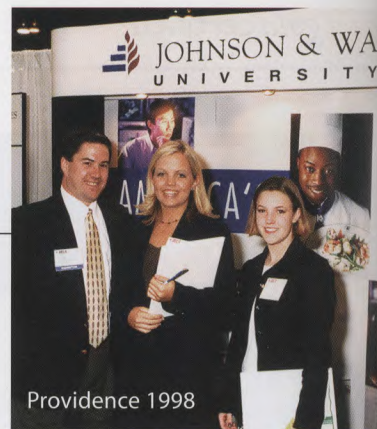
# NOW



Providence



Providence 1980



Providence 1998

## NSO: Path to Scholarships, Skills and Careers

BY HEIDI McCLARNON

National Student Organizations (NSO) is a Johnson & Wales term used for eight career and technical associations recognized in high schools throughout the nation. JWU has been awarding NSO scholarships to incoming students for more than four decades.

Initially scholarships were presented to DECA business and marketing students and quickly spread to include such vocational organizations as Future Business Leaders of America (FBLA), SkillsUSA (formerly known as SkillsUSA-VICA) and Family, Career and Community Leaders of America (FCCLA). What started as a way to recognize motivated students and assist them financially with tuition quickly led to establishing the NSO.

In addition to awarding scholarships, the department encourages recipients to continue their involvement with the organizations on the college level. Historically, students who join these organizations in high school have been strong matches with JWU's career-oriented education philosophy and programs. Members make a tremendous impact on campuses and are among the university's most successful alumni.

Throughout its 40-year history, JWU NSO has sent thousands of students to national competitions. Students have conducted and attended countless

leadership conferences and clocked hundreds of community service hours. In the 1980s and '90s, the Providence Campus' Airport Center East (ACE), Regency Plaza and Renaissance Hall were residence halls exclusively for NSO members. Students were actively involved in campus-based programs that allowed them to raise funds to support scholarships and conference travel.

Like any good organization, NSO continues to evolve and change. Within the last decade, four divisions were created, and students can now focus on competitive events, community service, communications or leadership. Members have established a competition training institute, taken part in international service-learning trips to Mexico and Morocco, met with the marketing departments at Comedy Central and the Food Network in New York City and organized and hosted regional leadership conferences.

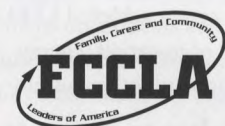
Today more than 3,200 NSO students are enrolled at JWU, making up more than 22 percent of the total enrollment.



Providence 2003



North Miami 2010







Providence 1978



Providence 1994 NSO Oscars



Denver 2004



Denver



North Miami NSO  
45th anniversary



Providence 1986 with Gov. Edward DiPrete



North Miami



NSO students in Morocco



Denver 2004



Providence 1995



NSO students in San Diego 2010





# jwu: providence



## JWU Hosts International Hospitality Educators

Nearly the entire Providence Campus was involved in the extensive planning for the 49th EUHOFA International World Congress that came to Rhode Island in November for a week of academic exploration, industry focus and local flavor and fun.

EUHOFA, an acronym for the International Association of Hotel Schools, was founded in Europe in 1955 for hotel and tourism school administrators, owners and senior managers. Its mission is to enhance the quality of training for the tourism industry throughout the world. In 1994, the Providence Campus hosted EUHOFA's first visit to the U.S.

The theme of the 2010 Congress was "Educating Tomorrow's Hospitality Leaders." Days were packed with general sessions, academic presentations and industry panels. Excursions included an authentic clambake in Newport and a tour of the R.I. State House.

U.S. Sen. Jack Reed (D-R.I.) welcomes EUHOFA educators to Rhode Island in November 2010. Campus President Irving Scheider, Ph.D., (left) and then Gov. and Mrs. Donald Carcieri (right) join in the greeting in the Rotunda of The R.I. State House.

Industry leaders offered an American perspective. "The travel industry is the front door to economic development," **Roger Dow**, president and CEO of the U.S. Travel Association (USTA) noted.

**David Rodriguez**, executive vice president of global human resources for Marriott International Inc. said connectivity is key to his company's success — both through Internet service and the connection between staff and "prosumers" — professional consumers, a Marriott buzzword for guests.

"The Providence Campus gave a spectacular performance," Providence Campus President **Irving Schneider, Ph.D.**, said.

Serving as president of the congress, he praised the gathering. "It was five-star; from the academic sessions that inspired us for the future of hospitality education, to the details of the excursions in and around New England that showcased the charm and quirks of our region."

Next year's gathering will be in Estonia and be hosted by a consortium of schools including Estonian School of Hotel and Tourism Management, Pärnu College and the University of Tartu.





"The beauty of Providence is its proximity: you can watch top actors at PPAC and Trinity Rep, sample the area's finest cuisine, shop at the upscale Providence Place, be mesmerized by WaterFire or hop on the next train to Boston."

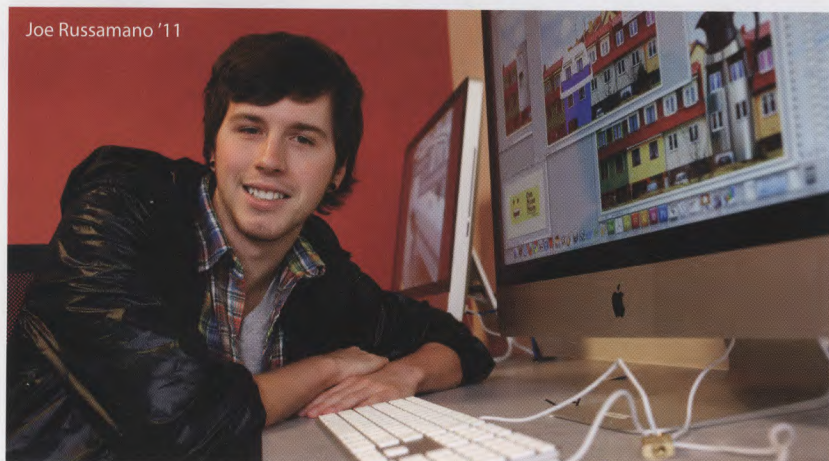
— President Irving Schneider, Ph.D.

## Ads Win Hatch Award

For 50 years the Ad Club of Greater Boston has presented the Francis W. Hatch Awards for Creative Excellence to honor the best work in New England's advertising and marketing industries. Johnson & Wales University participated for the first time in October 2010, taking home more student prizes than any other college in the competition.

Five of six silver awards garnered by students went to **Evan Dunn '10** for his "Don't Text and Drive" campaign for the State of Rhode Island, done during his internship with Providence ad agency Duffy & Shanley.

**Joe Russamano '11**, a senior marketing communications major, earned one of two bronzes awarded to JWU. Russamano wrote and designed a series of public service ads for Owens Corning promoting insulation and energy efficiency. His winning entry is entitled "Insulation Lessons from a Beer Cooler."



Joe Russamano '11

"JWU has a great up-and-coming ad program that I had heard a lot of good things about. You get to compete and excel," says Russamano. "They teach both business and creative, which was just what I was looking for."

## One Sweet Contribution to Community

"I haven't done this since kindergarten," said Providence Campus President **Irving Schneider, Ph.D.**, as he decorated sugar cookies with students from the Feinstein Community Service Center (FCSC). Schneider was one of the many participants in the latest Smart Cookies event that delivers cookies to local food pantries, emergency shelters, senior centers, lunch programs and other community agencies helping those in need. Patterned after Drop In and Decorate, where volunteers hold decorating parties at their homes or churches to share cookies with their community, Smart Cookies is uniquely Johnson & Wales. After JWU chefs bake the cookies, students and staff complete them with icing and decorations. The brainchild of FCSC chefs **Linda Kane '05**, **Michelle Pugh '06** and **David Rocheleau '01, '10 MBA**, a classroom component gives students a one-hour orientation and lecture on food-related community issues such as hunger, nutrition education, sustainability and corporate citizenship.

marketsavvy



## Expert Advice

**Melanie St. Jean, Ph.D.**, associate professor in the Marketing Department, has become an expert sought after by the Providence media because of her background in retail sales and marketing. An experienced consultant, business owner and human resources manager, St. Jean provides insight into consumer behavior and industry trends. Her work experience translates well to the classroom where she teaches retail management and merchandising. During the past holiday season, St. Jean became a favorite of local reporters, explaining industry developments and providing tips for consumers on how to get the best deals.

Associate Professor Melanie St. Jean, Ph.D., paid a visit to WJAR NBC 10 and morning host Frank Coletta to offer shopping tips, in December 2010.



## Honored for Excellence

Johnson & Wales University received two National Philanthropy Day awards for demonstrated commitment to improving the quality of life for others in Rhode Island, through active participation in volunteer and philanthropic activities. The award from The College Crusade honored President **Irving Schneider, Ph.D.** The second award, from Ronald McDonald House of Providence, saluted the Feinstein Center's Careers in the Non-profits internship program. Weekly, chef educators and students tour Hasbro Children's Hospital and prepare a meal at the House for up to 16 families of children receiving treatment.

**ABOVE:** Culinary student Julissa Quinones '11 helps Linda Kane '05, community service chef educator and Feinstein Community Service Center director, Susan Connery, make a delivery to Ronald McDonald House, a regular stop on the schedule.



# jwu:north miami



**BACK, L-R:** Students made a presentation of their business plans for fictitious Bene Pasta, in November 2010.

## > did you know?

Each term College of Business students experience hands-on projects in cooperation with national and global companies and their concepts. Prior participants include Perry Ellis International, Trucillo Caffé, Moe's Southwest Grill & Pearson Education.

## Marketing Students Cook up a Campaign

As part of the Strategic Marketing capstone course in the College of Business, students were asked to create a complete business plan to launch Bene Pasta, a fictional manufacturer from Italy, in the United States market. Work kicked off in the culinary kitchens where students made pasta as hands-on research. "The best way to know a product is to experience it by making it and learning how it performs," said **Joanne Leoni, Ed.D.**, class professor and College of Business chair.

Inspired by the company's mascot, named after Leoni's dog, Linguini,

the Linguini Project aimed to develop all components of a marketing and business plan for a company emerging in a new market. Details included ideal locations for the company, estimated start-up costs, necessary equipment and advertising campaigns. Final presentations were in front of a group of professionals from the business and communications fields including **Ronald Brauner** from Assurant Solutions, **Rebecca Kollaras** of Kollaras Communications Inc., **Jamie Chailland** from MarkLand Consultants Inc. and **Leslie Lowenthal** of the Lowenthal Foundation.





"Our goal is to ensure our campus environment promotes student engagement, and that we provide vibrant spaces for our students to live and learn. Students have the best ideas for ways to improve their experience. All we have to do is listen."

— President Loreen Chant '89

## New Hotel Laboratory a Welcome Addition

Hospitality students are experiencing a new learning tool: the hotel laboratory in Academic & Student Center, equipped with OPERA, a popular new hotel reservation system. New technology allows students to discuss program features as the screen work is projected on a board in front of the classroom.

"The idea was to create a place that simulates a hotel environment," says **Alan Seidman, D.B.A.**, chair of The Hospitality College.

The room features a lobby-like front desk along with classroom equipped with desks that roll to make group learning comfortable. Ideal for Front Office Operations class, the room is also home to smaller, seminar-style hospitality courses. "The hope is that the look and feel of the new room projects energy and

provides a nontraditional teaching and learning experience for our students," Seidman adds. "We've experienced very positive feedback and continue to explore ways to improve their classroom work."



The new hotel laboratory provides a nontraditional study environment.

## Former Student Qualifies for PGA Tour

**Jim Renner '06** realized one of the greatest accomplishments for an aspiring professional golfer when he was among 29 players awarded a 2011 PGA tour card.

A sports, entertainment, event management student with a golf concentration, Renner won the 2005 NAIA Championship and was an All-American player while at JWU. Under the guidance of late Coach **Dave Adamonis**, Renner reached his potential after transferring to the North Miami Campus.

"Jim found the right fit at JWU," said **Larry LaFauci '04**, golf program coordinator and Jim's fellow classmate. "Our program complemented his dedication and natural talent. I'm thrilled to see him accomplish such great success."



## challengefinalists



## Right on (RED)<sup>TM</sup>

Five freshmen were among the top 10 finalists in the national Pearson Presents the (RED)<sup>TM</sup> Challenge. Students in Associate Professor **Mark Neckes'** marketing class were asked to create a plan for a product targeted to college students that would fit into the (PRODUCT)RED line. The competition helps raise awareness and drive contributions to (RED)'s mission to help eliminate AIDS in Africa. Groups submitted short videos describing their proposed product along with marketing plans. Students **Raul Fernandez '14**, **Ana Reategui Arosemena '14**, **Amit Mahbubani '14** and **Bianca Jameison '14** advanced to the national competition.



## Students Partner with United Way Cookie Bake

College of Culinary Arts students baked 1,000 cookies and helped children and women associated with the Women's Leadership Circle of United Way of Miami Dade decorate them. The cookies were donated to children aging out of the foster care system and shelters for homeless families during the holiday season. JWU is an annual partner in giving with the United Way.

TOP, L-R: Raul Fernandez '14, Ana Reategui Arosemena '14, Mark Neckes, Amit Mahbubani '14 and Bianca Jameison '14

BOTTOM, L-R: Rachel Vogel, teaching assistant Camila Velez '12, and Josh Vogel



## Passion of Olympic Proportions

**Brian Piasecki '11** grew up in Minocqua, Wis., with the innate drive to be the best he could. When he excelled at wrestling, he was recruited on a full scholarship to U.S. Olympic Education Center in Marquette, Mich.

The food service management major's prowess and ability to size up opponents was enough to impress the coaches at Olympic Training Center in Colorado. Piasecki received a highly coveted invitation to come to Colorado Springs to train for the 2008 Beijing Summer Olympic Games.

Though injuries prevented him from competing for a spot on the Olympic team in Beijing, he was selected to help train and work with **Brad Vering**, who represented the U.S.A. in his weight class. Vering chose Piasecki for his dependability and responsibility as an athlete and a person. Piasecki came back motivated to work even harder on his dream of an Olympic gold medal and the 2012 London Summer Olympic Games.

But on his return to Colorado, he tore a knee ligament. Having made a pact with himself that if he sustained another injury he would hang up his wrestling shoes, he focused on finding a career path that would feed his passion. Beijing had been an eye-opener.

"Training for the Olympics doesn't prepare you for the real world," Piasecki noticed. "You see so many unbelievably great athletes who don't know what to do once they leave the training center. Those who train athletes typically don't put enough focus on careers."

With that thought, he left Colorado Springs and enrolled at JWU. Piasecki will be graduating in May. He wants to run his own business as an entrepreneur, beginning in the field as a manager in a fine dining establishment in the Rockies. Once he gets real world experience in the Colorado mountains, he intends to build his own enterprise.



Brian Piasecki '11



### ON COURT FACE-OFF

In October 2010, the Black Student Union organized a staff and faculty versus student basketball game as a fundraiser for Breast Cancer Awareness. Members of JWU Wildcat basketball officiated while opposing teams ran up and down the court. After a full game, the score was tied 47-47 thanks to Professor Mike Vanderkooi's five 3-point shots. The game went into overtime and the students came out victorious 53-49.





"The job of a university is to help every student find a sense of place — not just a 'where' but a 'who.' Who will I be? What is my life's work? How will I raise a family? We find a place by knowing ourselves, our values and our dreams."

— President Bette Matkowski

## Citizen Professionals in Action at Local Schools

At 2:45 p.m., the bell rings at Smith Elementary School in northeast Park Hill signaling the end of another school day. Most days, kids pour out of the school building to meet their parents, but in fall 2010, the playground looked a little different. Underneath a large maple tree, three tables displayed fresh fruits and vegetables from Smith's own school garden, as well as from local farms in Colorado.

For three weeks, culinary arts students **Michael Wigenroth '13** and **Justin Benavidez '13**, stood behind a fourth table preparing easy and healthy meals as part of their 10-hour Foundations of Leadership service-learning project. Long lines of elementary-age students and parents watched the two budding chefs prepare an autumn squash soup, and waited to sample their concoction. On other days, using only fresh ingredients, the duo prepared a crisp salad, a hearty pasta dish and created a warm apple dessert topped with irresistible ice cream.

"It's amazing to get kids to try new and different stuff ... and to get them interested in eating healthier food," Wigenroth says, eyes lit with enthusiasm. "We want to regularly teach kids about fresh produce and how to prepare a healthy meal for themselves from ingredients found around the house," Benevidez adds. It's important for their lives — and ours."

**RIGHT:** On a fall afternoon, JWU students emphasize the importance of healthy eating habits to local students and their families.



## Four Seasons Opening

As **Chef Marcia Kramer** described the opening of the Four Seasons in downtown Denver, "The event was an awesome opportunity for all who participated, and the food was amazing. One Republic played a great set of music, and the acrobats were superb. I also really liked the Willie Wonka dessert room."

More than 50 JWU students volunteered their time to work front-of-the-house, back-of-the-house and in other capacities, to network and expand career opportunities through the exquisite event.

Students had the chance to work with Executive Chef **Simon Purvis**, who was organized and stayed on top of catering the event for 1,200 people.

Kramer was impressed with all who volunteered and a few students even got job interviews.



Students and faculty volunteered for the high-end Four Seasons Grand Opening.



## A Stand Against Bullying

Late in 2010, campus students took a week in October to speak out against bullying, ridicule and harassment.

The week began with Compliment a Stranger Day. Whether in person or in online communication, the intention was to let peers know that they are not alone, and to reinforce the notion that someone is here for them.

On day two, participants were asked to write anonymously about a time when they were bullied, and how it made them feel. Sticky notes were posted on a bigger poster to underscore the response.

Day three had students wearing purple in some part of their attire in memory of those who'd lost their lives. Purple represents "spirit" on the Lesbian Gay Bisexual Transgender & Questioning (LGBTQ) flag and is epitomized by those who are open about their sexual orientation. Bandanas, ribbons, shirts, ties, pants, bookbags and more symbolized campus solidarity.

Speakers from JWU included LGBT Club President **Armando Olivas '13**, club member **Michelle Anderson '11** and **Jeff Ederer, Ed.D.**, dean of students. Under Ederer's leadership, the week was officially declared Anti-bullying Week. "It provided an important opportunity for students to offer support and learn about this critical matter that affects so many of our young people today," Ederer said.

Day of Apology offered a chance for those who may have bullied others to make amends. The week ended with Socialize with Someone You Wouldn't Normally Interact With Day.

At the time, the media shined a small light on the issue of abuse and harassment, but the campus is determined not to let the topic dissipate into yesterday's news.

**ABOVE:** Students gather in Coors Family Commons to talk about bullying and to affect change on the campus and in their personal lives.



# jwu:charlotte

## JWU Cares

It's called the "Tamikea Meter" and the red line monitoring donations was off the charts. **Tamikea Swaringer** worked in Student Dining Center, where day in and day out she greeted you with her beaming smile. Students, faculty and staff who pass through its doors may not have known her personally, but they know who she is, and were devastated by the tragic news.

In November she was meeting her children at the bus stop when a driver jumped the curb and hit her. The injuries were so severe, Tamikea, a single mother of three, had to have her foot amputated.

In an outpouring of heartfelt concern, the Student Government Association (SGA) took on her cause, calling fundraising efforts JWU Cares — Tamikea.

"Being able to help Tamikea has taught me that life is more than just class, meetings and work," said **Chris Shepard '12**, SGA president. "This unfortunate event has given me the opportunity to reach out to fellow students, faculty and staff. We need to put our arms around and embrace one of our family members in need."

It is just what JWU does. "When Hurricane Katrina struck JWU Cares was established to mobilize our resources and respond to the needs of our neighbors," said **Bernice Parenti**, director of community outreach. "We've activated JWU Cares for a number of other tragedies but none has had the overwhelming response that we've experienced for Tamikea. She has touched so many lives on this campus, and now all of us who've had the pleasure of knowing her are able to give back some of the joy she's brought to us through the years."

Enough money poured in from students, faculty and staff to help Tamikea and her family pay utilities, rent and basic needs for at least six months, a total of \$10,000 with Chartwells contributing half. A loss that might keep many of us down and out for the foreseeable future is more of a challenge for Tamikea, who plans to plow through physical therapy.

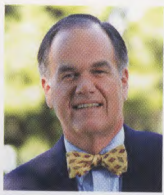
"I never thought it would be me on the opposite side," Tamikea said recently. "It lets you know people care. It's a great impact on my family and friends to know people care. I'm so blessed!"

Tamikea visited campus just one month after her horrendous surgery. "I have to slow down and get my strength. I give 110 percent everyday. I always put my best foot forward. But not the right foot anymore," she said, smiling her characteristic broad smile.



Tamikea Swaringer and Chris Shepard '12





"We are situated in Center City Charlotte, one of the fastest-growing metropolitan areas. Our students, faculty and staff have easy access to all the major arts, sport and cultural venues, as well as Fortune 500 employers."

— President Arthur J. Gallagher

## The Garden Is Abuzz

The campus has added 60,000 new members! Recently, Cloister Honey of Charlotte installed a beehive in the on-campus community garden. Students are learning about the honey production process and the life cycle of the bee and the hive. Bees are pollinating JWU plants and will provide fresh honey. "The Coop intends to sell the honey on campus for fundraising to help sustain the garden, but also to use in the labs," says **Kelly Slade '11**, student president of the club that helps maintain the garden.

"We are developing leaders at JWU, so our students need to realize that food does not come from the back of a truck," says Chef Instructor **Robert Brener '01**. Brener, along with students from his New World Cuisine class, started the garden to teach about growing cycles and earth management. Since dirt is scarce in urban uptown Charlotte, they built a container garden in a gravel parking lot, on the concrete slab of a demolished building next to train tracks. Bees love the diverse plant life beside train tracks, so students are looking forward to fresh honey this fall.



A hive of bees is placed in JWU's container garden to pollinate plants and produce honey for culinary labs.

## Talent Plus Internship Equals Career Track

When **Elise Allen '13** attended last spring's annual JWU Career Conference, she had no idea she was about to walk into a full-time job and fabulous career. She spotted the ARAMARK table and explained that she had previously worked for the company. That conversation landed her a summer internship at James Madison University in Harrisonburg, Va. There, she got to show off her talent — a talent she credits to JWU. "A lot of chefs helped me be innovative," Allen recently said. "That's what employers are looking for ... plating, flavor combinations and unique production techniques."

She wowed her James Madison mentors with a sweet and savory dessert. It's not the first time she's been in the spotlight. Last year, as a baking and pastry student, she won a silver medal in the

wedding cake competition and third overall during Wake Technical Community College's Annual Pastry Show. Her drive, passion and individuality earned her a full-time job as pastry chef at James Madison University immediately after graduation.



## Freshmen Handle the Pressure

Despite being truly outnumbered, and in their first year of college, 10 students in Fundamentals of Food Service Production class taught by Chef **Karl Stybe '95** proved they have what it took to serve 75 people at a recent on-campus reception.

JWU and the Charlotte Chamber of Commerce hosted a reception in September 2010 honoring **John Robinson**, director of the Office of Civil Rights and chief diversity officer for the U.S. Department of State. Robinson was keynote speaker the following day at "Economic Impact of an Inclusive Business Community," a 2010 Charlotte Chamber Summit. His wife, **Sylvia Robinson '08 Hon.**, is on Johnson & Wales University's Board of Trustees.

"This was a valuable, realistic experience for the students ... They were instrumental in the prep and execution of the events and they did a tremendous job," Stybe said, proud that they volunteered. "I was also proud of the teaching assistants who were great mentors for my students."

John Robinson, director of the Office of Civil Rights, (center) along with a guest samples food served by a student at a reception in his honor in September 2010.

## Supply-Side Scholastics

Every time they pass by a BMW they whisper to themselves. "I've seen how they're made," say students who visited the only BMW manufacturing plant in the United States.

Assistant Professor **Julie Joseph '00, '02 MBA** is teaching her Business-to-Business Marketing students about the production process, the imperative integration in supply chain management and the importance of building relationships in the business-to-business arena. As students toured the Spartanburg, N.C. plant, they learned how materials and parts are assembled into fine-tuned machines, and how some of the parts are shipped and delivered from other companies. The students viewed the skill and dexterity it takes to create a BMW vehicle as well as the attention to detail that adds to the prestige associated with the famous brand. The process is complicated, but seeing firsthand the human and technological resources it takes to assemble each vehicle, and the effort to keep the plant operating at its highest efficiency, was an experience Joseph's students will appreciate and draw upon throughout their futures.





**CHARLOTTE DVC**  
**Susan Spicer**

Chef Susan Spicer of Bayona Restaurant in New Orleans, La., spoke at the Charlotte Campus in October 2010 as a Distinguished Visiting Chef. "Buying local. That's something else that's part of my job," she told students. "Educate yourself. People want to know where their food comes from. You have an obligation to know."

She underscored three fundamentals to culinary success: know math, know how to spell and keep sharp knives.

**"Educate yourself. People want to know where their food comes from."**

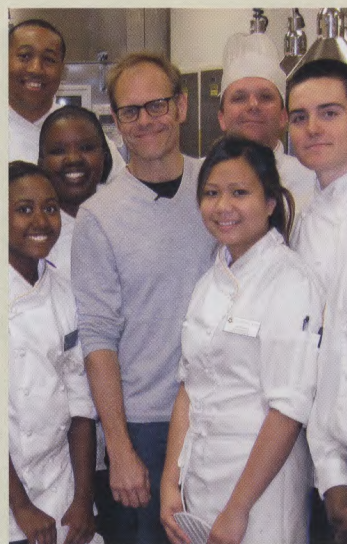


**PROVIDENCE DVP**  
**Geraldine Brooks**

The Providence Campus John Hazen White School of Arts & Sciences welcomed Geraldine Brooks, author, correspondent and Harvard fellow in December 2010 at Xavier Auditorium. Brooks was a correspondent for *The Wall Street Journal* for 11 years, covering some of the world's most troubled

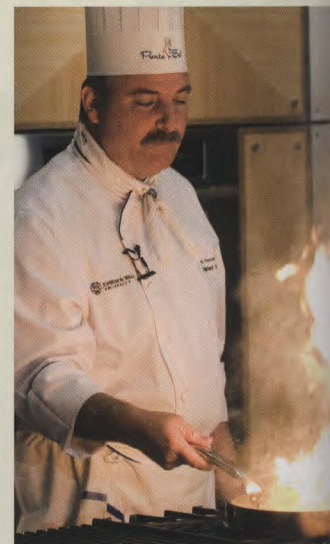
**"Facts are the scaffolding on which stories can soar."**

areas including Bosnia, Somalia and the Middle East. Her fiction debut, "Wonder of Years: A Novel of the Plague," was the 2001 Notable Book of the Year for the *New York Times*, *The Washington Post* and the *Chicago Tribune*. In 2006 Brooks won the Pulitzer Prize for Fiction for her second novel, "March." Her latest novel is "People of the Book." "Facts are the scaffolding on which stories can soar," she told the audience when describing "Wonder of Years."



**CHARLOTTE DVC**  
**Alton Brown**

In November 2010 Food Network celebrity chef Alton Brown joined seven teams of hospital chefs — 130 in all — at a competition at Johnson & Wales University in Charlotte to prove that hospital food can actually be tasty and healthy. The event, sanctioned by the American Culinary Federation, capped a three-year project by North Carolina Prevention Partners, the N.C. Hospital Association and the Duke Endowment, to promote healthy cooking and eating in North Carolina's 127 hospitals.



**PROVIDENCE DVC**  
**Adolfo Perret**

In 1979, the College of Culinary Arts at JWU's Providence Campus established the Distinguished Visiting Chef (DVC) program to honor outstanding culinarians and provide an expanded learning experience for culinary arts students. In October 2010, Chef Adolfo Perret, executive chef and

**"Make your best efforts and follow what you truly want."**

co-owner of Punta Sal Restaurants based in Lima, Peru, was the 161st DVC on the Providence Campus. He advised his audience to "make your best efforts and follow what you truly want," and be sure priorities include family, friends, spirit and health.





#### NORTH MIAMI DVP

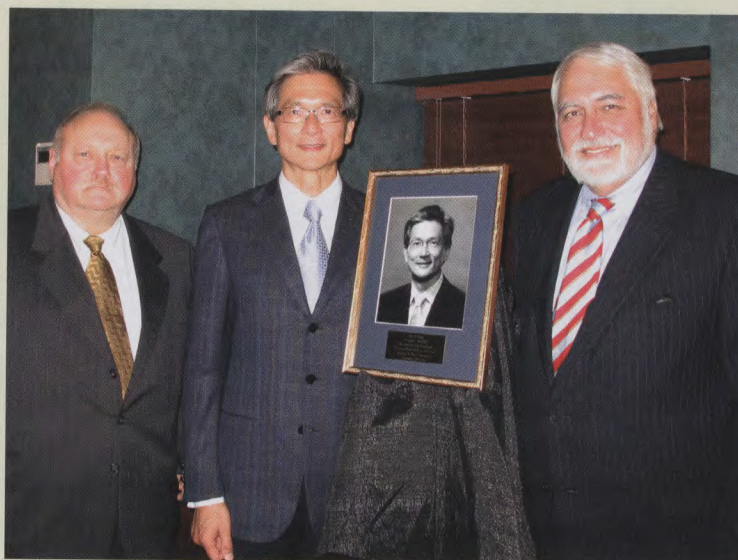
### Adam Kuperstein

Adam Kuperstein, sports and general news reporter for NBC 6 WTVJ-Miami and 560 WQAM Radio, spoke to sports, entertainment, event management

**“Get yourself out there more ... seek more exposure.”**

students about the changing landscape of the media industry.

“Traditional television news is seeing a convergence with online news and social media sites that changes how we deliver and where we post our stories,” said Kuperstein. “My advice is to get yourself out there more, and to seek more exposure.”



ABOVE: David Kong (center) president and CEO of Best Western International was hosted by The Hospitality College's Robert Kok, Providence chair of The International Hotel School (left) and Richard Brush, college dean.

#### PROVIDENCE DVP

### David Kong

As the 52nd Distinguished Visiting Professor to The Hospitality College of JWU's Providence Campus, David Kong, president and chief executive officer of the “World's Largest Hotel Chain,” Best Western International, summed up his double-header presentation on hotel industry trends with one word: Internet.

“The Internet is changing our world,” said Kong. “Just a few years ago, 85 to 90 percent of all hotel reservations were made on the telephone; today, it's less than 20 percent, due to hotel and specialty travel websites.” The Internet creates more transparency in hotel rates, as travelers can shop around for the lowest rate.

Kong, who is the 2010 Chairman of the American Hotel & Lodging Association (AHLA) based in Washington, D.C., addressed 400 hospitality students at the university's Xavier Auditorium.

**“Just a few years ago, 85 to 90 percent of all hotel reservations were made on the telephone; today, it's less than 20 percent, due to hotel and specialty travel websites.”**



#### DENVER DVC

### Alex Seidel

**“Cooking good food should be a good time.”**

Chef Alex Seidel, chef-owner of Fruition Restaurant in Denver, visited the Denver Campus as a Distinguished Visiting Chef in December 2010. “Cooking good food should be a good time,” he told his audience. “If you have a good heart and you are focused ... you will rise to the top in my kitchen.”



# Focused on Keeping Campuses Secure, in Shape and in Service

## Good and It Shows

**Norm Scherza** leads a crew of “essential” workers at the Providence Campus. “When everybody else has the day off, these guys are coming in at 3 a.m.,” the grounds supervisor said on yet another snowy morning.

His team of 12 takes care of winter plowing, summer planting, landscaping, lawn care and waste management for the Downcity and Harborside campuses, the whole of Weybosset Street from Dorrance up, all residence halls on and off campus, Abbott Park Place, the Radisson and Johnson & Wales Inn, and the Equine Center in Rehoboth when needed.

“Fifteen years ago there wasn’t even a snowblower. Everything was done by hand,” Scherza laughs. “Johnson & Wales has turned into a university where before it was a little commuter school. There was no grounds department.” **Marc Gracie**, executive director of facilities for the last five years, “basically brought us into this century,” he says in high praise.

Days for Scherza’s crew begin around 5:30 a.m. For three hours, they pick up around campus, empty waste cans and clean up anything that’s damaged or vandalized. “It’s not a fun thing.”

Scherza found a way to make work more of a pleasure, once the dirty work is done. Each member takes ownership of an area of skill and interest. Everyone has a niche. One is in charge of ordering and planting bulbs, another trees, another small machinery. “My expertise is the lawns — mowing,” he says. “I measure off everything by the grass areas.”

Being responsible for the total appearance of Johnson & Wales is “high stress,” Scherza admits. “Everything you do is on display or anything you don’t do is on display. It’s all visible. There’s no way to hide.”

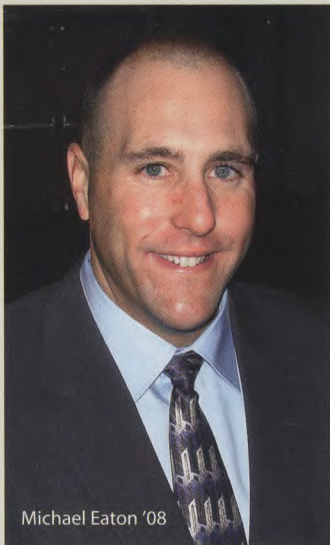


He has no need to worry. Under Scherza’s watch, the campus and its many far-flung sites have never looked more beautiful. Providence Campus President **Irving Schneider, Ph.D.**, calls him “an unsung hero.” Scherza calls himself “grounds supervisor, psychologist and leader of the band.”

“They’re a good crew. These guys have enormous jobs,” he adds with pride. “I just try to make it a little more joyful for them to come to work.”

When it comes to first and last impressions of JWU, they’re essential.

## ON THE SAFE SIDE OF SECURITY



**Michael Eaton '08**, Denver Campus director of Campus Safety & Security, believes a successful security program is only as good as the folks that are a part of it. Among his biggest challenges is to teach students that safety is everyone’s responsibility.

“You have students 18 or 19 years old coming to the campus; they’re experimenting for their first time away from home with a little freedom ... Sometimes it’s a culture shock. The last thing they’re thinking about is being a victim of a crime,” he says.

Safety, service and enforcement are his prime focus. He also oversees crisis management and transportation. The campus community comes first, property second. “We do everything with student service in mind,” Eaton says. It’s all about building relationships.

Five campus security officers wear polo shirts, khakis and duty belts for a more approachable image. All are on a first name basis with students. Eaton and his team conduct crime prevention programs inside and outside the classrooms. Regular workshops in residence halls reinforce the basics: lock your doors; report suspicious behavior; take possession of your assets: don’t leave your laptop or your password lying around.

Text messaging, Facebook and social media add the threat of cyber bullying and harassment. They also provide ready vehicles for emergency communications and crime awareness and prevention. Eaton chairs a crisis management team building a Web-based system for emergency notification.

Eaton worked on campus with a contract security company for five years before he was hired by the university to head his department. He’d just passed a police academy test to be an officer. With coaxing from dean of students, **Jeff Ederer**, Eaton entered the criminal justice program at JWU, earned his bachelor’s degree and went on to pursue a master’s in public administration. A request that he teach an intro to criminal justice class last fall as an adjunct was a game changer. “I was going to be a cop. With good guidance from Jeff and support from wife, my life took a 180-degree turn,” he says, loving the work.

“I’m able to share that experience with my students uncertain where they want to go in life — maybe criminal justice is for them,” he adds. If keeping them safe is his biggest accomplishment, his biggest pleasure is in helping guide their futures.



## Invisible Master of the Fast Fix

"I'm in charge of anything that breaks other than your telephone and your computer." That's how **Glenn Hamilton**, director of facilities management, introduces himself to new students on the Charlotte Campus.

His department of seven maintenance mechanics and a part-time student assistant — plus the contracted housekeeping, lawn care and HVAC services he oversees — takes care of an academic building, three residence halls and leased office and support space to serve more than 2,500 students, half living on campus.

"Broken light bulbs, broken furniture, plumbing leaks — whatever goes wrong, our goal is to complete repair requests within 24 hours, not counting weekends," he says with kudos for his team. In the last two and one half years, they've reached it 92 percent of the time. Impressive considering the nature of the challenge.

"Things break that you wouldn't expect to break. At my house we almost never get holes in closet doors or knock lavatories off the walls," Hamilton chuckles. "Some of those things happen here."

A "tinkerer" since childhood, Hamilton hates to replace anything that can be repaired and takes pleasure doing it in the most cost-conscious fashion. "Glenn is very thoughtful and thorough," says Charlotte Campus President **Art Gallagher**. "He can see the big picture even when taking care of a small problem."

Small gestures amount to large savings when it comes to green initiatives, one of his many responsibilities. At a six-year-old campus built to be energy efficient, efforts are in fine tuning "nuts and bolts" — recycling everything from carpet to old cooking oil, reducing HVAC and lighting after hours, adding computerized controllers to irrigation systems and replacing regular light bulbs with energy efficient models.

"Glenn has a steady hand on the wheel," Gallagher adds. "He is respectful of everyone he comes in contact with."

"It's all about getting things fixed quickly so that the customer isn't inconvenienced," Hamilton says. "Get it fixed and get out of there. We're an invisible department if everything goes right."



Glenn Hamilton



Bill Austin

## Every Student's 'Uncle Bill'

When **Bill Austin** and his wife left Texas for Florida in 2000, he'd planned on retiring from work as a helicopter mechanic and truck driver. A friend asked him to help out part time in the JWU Bookstore on the North Miami Campus. Three weeks later he moved to the maintenance department. "Instead of just being part time, here I am every day almost 10 years later," Austin laughs.

Austin's specialty is events. A few years ago that might have meant readying for one or two happenings a week. "Now it's grown into big business," he says. With student activities, club functions, social gatherings, receptions and workshops, "I try to help as much as I can," he says. "I have contact with students every day."

Austin was honored by the Student Government Association for service beyond his duties. In 2002 he was awarded the campus' first Unsung Hero Award. Whether it be hauling pool tables, setting up chairs or moving furniture in and out of the rec room, he treats students like family and they reciprocate and call him "Uncle Bill."

"Bill exemplifies our student service culture," says North Miami Campus President **Loreen Chant '89**. "Our students, staff and faculty know him well because he is always pleasant and consistently goes the extra mile to get the job done."

A former Marine, Austin worked for General Dynamics and other private contractors in Vietnam and Saudi Arabia repairing helicopters and teaching helicopter repair. "I've been thinking about going to Afghanistan and Iraq but I'm satisfied here," Austin says, tempted still by the call of duty.

But it's duty closer to home that's claimed his heart. "If I had been looking for a job like this I'd never have found it," Austin says. "I like everything about it."





# Coming Together Around Trinity



BY CATHERINE SENDEL

PHOTOS BY SCOTT KINGSLEY

GRAPHICS BY HOUAWAH XIONG '11



It's a Friday afternoon in early February and more than a dozen students are gathered in the new Idea Lab in JWU's College of Business. Projected onto a large screen is the marketing plan they developed together for an upcoming fundraiser for Trinity Restoration Inc. (TRI), a nonprofit reshaping an historic Providence, R.I., institution. For months they've been meeting on weekends and evenings, emotionally invested in playing a pivotal role in the effort to create an educational center for the arts. Billy Mitchell, retired partner in advertising agency SVM — Stauch Vetromile and Mitchell — and an advisor on the assignment, watches, clearly impressed.

## JWU professors and students work with community leaders to resurrect an historic annex as a hub for arts education

"It was gratifying to see the enthusiasm, creativity and professionalism the students brought to this project," Mitchell says. "At one point I even had goosebumps!"

The Trinity project and JWU's involvement is drawing equal excitement from students, faculty and community leaders alike. In a collaboration that is tapping the talents of every college and many departments of the Providence Campus, Trinity serves both as an educational forum and mission. Students from the College of Business are shaping marketing and public relations, technology students are structuring a database and designing websites, hospitality students are planning fundraising events and helping with grant writing and graduate students are working on strategic planning.

"We are developing a partnership with all of our stakeholders and JWU is right in the middle of it," says Richardson Ogidan, executive director of Trinity Restoration and a trustee of Trinity United Methodist Church.

### COMMUNITY CORE

For 150 years, Trinity United Methodist Church has served as the community hub at the confluence of Elmwood and Broad Streets in Providence, R.I. Trinity Square — named in 1875 for the church of Scottish, Irish and English immigrants — is bordered by Elmwood, Southside and West End neighborhoods. In 1914 an annex was added to house a parish hall and what became at one time the largest Sunday school in New England. In the decades that followed, the church opened its spaces to a soup kitchen, thrift shop, refugee resettlement, health fairs, arts classes, Head Start and concerts and artists of all ilk. R.I.'s world famous Trinity Repertory Company takes its name from the complex where it was founded.

Time is not kind to old buildings. Trinity's congregation — now mostly African, Hispanic and Asian — could no longer afford to maintain both the church and the annex. In 1998, TRI was established as a 501(c)(3) to separate the church from the hall.

In dialog with a wide consortium of community leaders, engineers, architects, consultants and city hall, and with money from the Rhode Island Foundation, TRI's board put forward a proposal to refurbish the historic building in a sustainable fashion using state-of-the-art green technologies, and turn it into an economic generator for arts education. A charter school for the performing arts

would anchor operations, and weekend and afterschool arts programs would be offered for children and adults. In addition, it applied for assistance through Social Venture Partners of Rhode Island (SVPRI). Among the national nonprofit's missions is to serve social enterprises by building cross-sector networks to provide resources the organizations need to grow.

"[Associate Professor] Peter Bortolotti was involved in Trinity before it even came to SVPRI, so we were very anxious to get this project assigned to us," says Joanne Galenski '96 M.S., assistant dean of the College of Business (COB). "It's

a great opportunity for our students. It's bringing the real world into the classroom."

In the past five years, the College of Business on the Providence Campus has begun structuring student offerings to include directed work experience — DWE. Beginning as early as freshman year and growing in depth and complexity as students mature as learners, they are given projects assisting outside companies and nonprofits to meet goals. "Not every student is going to take advantage of an internship, yet we want every student to have some type of experiential learning. Class projects and directed work



LEFT: JWU students and faculty work alongside members of the Trinity community.

ABOVE: Marketing students collaborate on plans for an upcoming fundraiser for Trinity Restoration Inc.



experience provide the opportunity,” says Galenski. “By bringing clients into the classroom, you have 40 students that are going to work on a project for a client. That’s probably the student’s first intro to experiential learning.”

## WORK-GUIDED EDUCATION

Peter Bortolotti, who teaches marketing in the College of Business, has lived on the Southside for 11 years and served as vice president working alongside Ogidan on the board of directors for Stop Wasting Abandoned Property (SWAP), at the forefront of redevelopment in Trinity’s long-blighted section of the city. When Bortolotti toured the church annex, with its 350-seat capacity theater and parking for 125 automobiles just five blocks from downtown, he immediately understood the potential of the space, and the opportunity to use its transformation as a learning tool for his students.

Since community service is also a JWU requirement, in fall 2009, Bortolotti approached Erin McCauley, JWU community service learning coordinator, about how to involve the university in Trinity’s efforts. McCauley helped organize a plan, offered project models completed by other departments and gave advice on how to bring service-learning into the classroom. “From there it basically just snowballed,” she recalls.

Before Trinity Academy for the Performing Arts (TAPA) opened its doors to its first 34 7th graders in September 2010, JWU students cleaned up the site and grounds, painted rooms and a mural, chose school colors, created a logo and penned the school’s slogan, “Inspired Learning for Life.” Deirdre Newbold, community service learning coordinator, enlisted aid from arts and sciences, hospitality, business and technology departments and Alan Shawn Feinstein Graduate School.

Michelle Morin, COB assistant professor teaching public relations and communications, partners with Bortolotti on the endeavor. “One of the beauties of the directed work experience is that you can have a classroom of such a collection of students,” she says. “In the real world, it’s safe to assume technology students will work alongside marketers.”

Julia Emlen, a private consultant on nonprofit fundraising and a JWU adjunct teaching philanthropy and fundraising in The Hospitality College, brought her students into the project to help with proposals and grants. “What students are seeing here they’ll see wherever they go in the nonprofit sector. Whether environmental, arts, health, social welfare or museum, there are the same issues of resources, planning, strategy. This is a good laboratory.”

Houawah Xiong ’11 agrees. With majors in both advertising and marketing communications, Xiong has worked with Trinity for a year and a half, putting in hours beyond his class requirements to create banners, flyers and brochures. He took the assignment as an added outside project to gain experience. He immediately saw Trinity Restoration’s potential. “The whole green aspect, the school and theater — I’ve always wanted to see myself help something like this grow and it actually happened,” he says excitedly. “I put in more hours than I can count, but it’s really paid off. It has been a great résumé builder and a great experience.”

For marketing major Kyle Marnane ’11, the Trinity DWE has been “a real eye-opener.” He’d already completed a directed work experience with a corporation, but working directly with children new to America, and seeing the impact of a Trinity arts workshop “was totally different,” he says. “This is more who I am.” As a result, he’s considering a community-driven career in law and public policy.

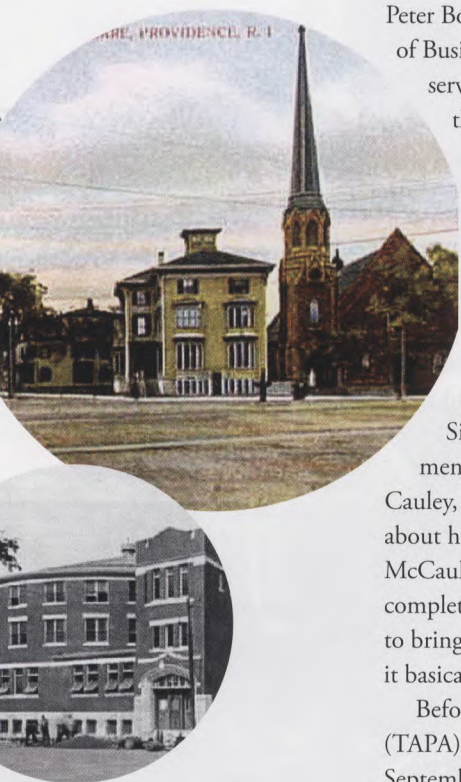
Morin sees Trinity as an opportunity for students to understand that service isn’t just about volunteering at a homeless shelter. “That work is important, but we also want them to think of service as an integral part of their profession,” Morin says. “Advertising is not all about selling Budweiser and potato chips. It also plays a vital role in helping nonprofit organizations like TRI to survive, and in turn help others in the surrounding community.”

## INTEGRATED LEARNING

Bortolotti views the exercise as an incubator for the kind of educational model that moves away from traditional departmental silos toward integration across all disciplines, and serves students of all learning styles. “You see a student who might struggle with academics, but in a class project like this, he’s all over it and taking on leadership responsibilities. A lot of these students are more task-oriented. Given a chance, they excel.”

Corporations are searching for people able to do this kind of work, he adds. “Collaboration requires a high level of emotional intelligence. Enlightened management is no longer about ‘I’m the boss; here’s what everybody does.’ It’s about teamwork,” Bortolotti says.

DWEs move beyond last century’s linear educational progression to the type of integrated creative flexibility necessary in the 21st century. “Employers don’t give much weight to grade point averages as an indicator of work-force readiness,” Bortolotti says. “A 4.0 is not necessarily indicative of employment potential in terms of the critical thinking, analytical reasoning, problem solving and writing skills that they are seeking and requiring.”



**TOP:** Trinity Square and Trinity Methodist Episcopal Church in the late 1800s; **BOTTOM:** Trinity annex when construction, begun in 1914 was completed in 1915



## HIGH IMPACT

The difference in Trinity Square has been significant thanks to JWU's involvement, says Ogidan. "We don't have a staff. Anything that's been done has been done by students. The project was presented to different schools but Johnson & Wales picked it up. There's no way I could have done this without all those people helping."

"We're in it for the long haul," says McCauley. In addition to the colleges and community service learning, Facilities helped with painting and cleanup and Experiential Education & Career Services is beginning to create Trinity internships. "It's probably one of the most far-reaching projects we've undertaken — the partnership that encompasses the most departments," says McCauley.

It takes little to realize Trinity's value to the community. Neighborhood redevelopment is progressing on a grand scale. Trinity and its theater are located at the center of community-building projects currently representing more than \$100 million in investments to renovate historic Victorian mansions and build new housing units and commercial space. SWAP has made a \$24.7 million investment in eight projects including 104 new housing units and commercial space directly across from the Trinity complex. Lifespan and Providence Community Health Centers are backing area development to bring 300 to 350 permanent jobs into the neighborhood.

"Those people working on building a sustainable community within the neighborhood will see this as part of a sustainable community, because now we've got entertainment, cultural activities, jobs and schools," Ogidan says.

TRI has gone back to the R.I. Foundation for money to create a business model and brought Emlen onboard to focus on a development strategy and action plan. Newbold, with a background in the arts, sits on the board of TAPA and McCauley is on the board of TRI. "It's been really cool to see it grow from two summers ago when Peter and I were drawing out flow charts, and thinking, 'This is huge,'" McCauley says.

Johnson & Wales has an extraordinary opportunity in this project, says Emlen. "What it represents is a microcosm of the best in the nonprofit sector. You see not only a mission of value, but an opportunity to connect other organizations that have missions that are not at all the same, but can work together to make an exponentially greater impact."

Bortolotti hopes it is the first of many such collaborations. "This is the kind of project that could be a signature program. This is what Johnson & Wales is capable of."



Trinity Academy for the Performing Arts head of school, Steven Olsen.

## TAPA: Charter School for the Performing Arts

Trinity Academy for the Performing Arts (TAPA), the only charter school in the city with an arts-integrated curriculum, opened in September 2010 in the annex of Trinity United Methodist Church to 34 7th grade students.

The school's population reflects its neighborhood. Ninety-four percent of students receive reduced lunch prices; the majority represent racial minorities: 71 percent Hispanic, 21 percent African American, three percent Asian, three percent Native American and three percent Caucasian.

"Children here have an interest in the arts but very little experience in the arts," says Steven Olsen, TAPA head of school. "We don't want to have any barriers."

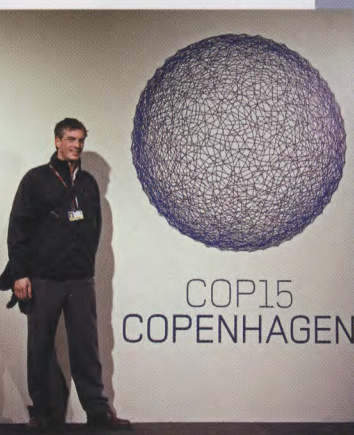
On the theory that by integrating academics and the arts, students will engage in a higher level of thinking, every child has an individualized learning plan. Students are guided to meld studies to artistic expression. "It forces them to think on those levels we believe will lead to higher academic success, and leads to our students being real problem solvers and able to work in the real world."

Each year an additional 34 students will enter TAPA to total 204 in grades 7 to 12 by the time its inaugural class graduates. Students, who attend classes from 7 a.m. to 4 p.m. daily, are so excited by the educational experience, they petitioned teachers for a longer school day. Now afterschool programs continue until 5:30 p.m.

"We wanted to provide a rich arts experience in the Southside, first enrich our children and hopefully in the end to bring folks from all over Rhode Island here to see the arts programming and economic rejuvenation through the arts as well," Olsen says.







**ABOVE:** Michael Cote '96 attended the COP15 United Nations Climate Change Conference in Copenhagen, Denmark in 2009.

**RIGHT:** Cote tours Middlegrunden Wind Farm in Copenhagen. With 20 turbines, it supplies four percent of Copenhagen's energy.



## Working Towards a Sustainable Future

As an environmental urban planner, **Michael Cote '96** works on issues that include smart growth and climate change through a fellowship from Vermont Law School.

Cote's research is on the "adaptation" side of climate change — not the cause, but the sustainable response. He explores whether state laws have to be passed before coastal cities can do such work as trying to stop beach erosion. Towns that don't need state help could start working on problems on their own, Cote observes.

Smart growth involves a balance of preserving land while encouraging development. Responsible planning groups businesses together on a main street, adding a mix of residential and business zones within walking distance, and building suburbs within close proximity while eliminating today's often massive urban sprawl.

In addition to a Master of Environmental Law and Policy from Vermont Law School, Cote holds a master's in urban planning and a bachelor's in sustainable urban design from the University of Massachusetts, Amherst. Cote's work, education and involvement in the world of creative solutions put him in the big leagues. In 2009 he was honored to serve as a delegate from Vermont Law School to COP15 — the United Nations Climate Change Conference in Copenhagen, Denmark.

Looking into the future, our landscape is in for a change over the next 40 years as generations X and Y become homeowners, he predicts. "The younger generations are turned off by living in the suburbs and [are] moving to the cities." Hopefully they will be cities restructured by smart growth.

**Online >** [michaelcote@gmail.com](mailto:michaelcote@gmail.com)



## > quick take

The Center for Equine Studies, Providence Campus, received the Massachusetts Farm Bureau Federation's 2011 Horse Farm of Distinction platinum designation for its high performance in horse health management, farm management and regulatory compliance.

## Study Abroad Launches New Life

During a Study Abroad in South Korea in 2005, **Ashley Massey '06** found she loved the country, its culture and people enough to move back right after graduating. Massey was intrigued by the passion South Koreans have for their work. "Koreans give 120 percent to every task, no matter how big or small. This work ethic is developed in students from a young age — to excel and do the best they can. It's a super-competitive environment," says Massey.

Business owners there didn't wait for outside help during the global recession and made a quick recovery on their own. "As a team they did what was necessary to get back to [making] profits," she adds.

South Korea's history and cuisine were a big draw for Massey as well. "Every day I am walking on grounds where kings ruled, battles were fought and land divided. There are thousands of years of history in this small country."

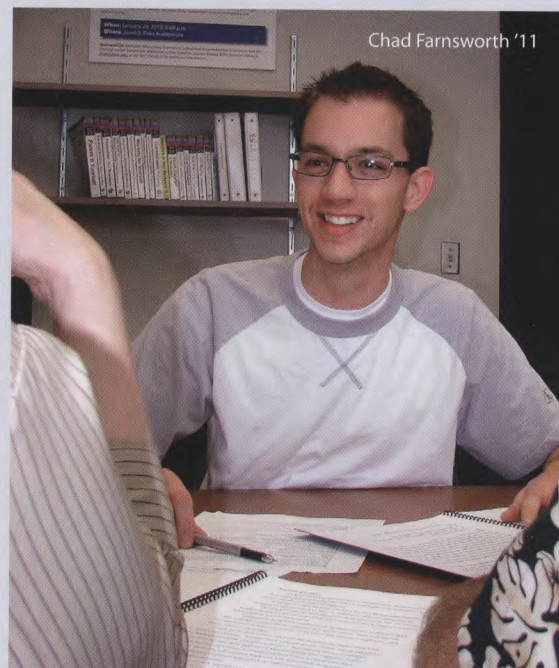
She loves the food, including *kimchi*, a traditional, common side dish created in hundreds of varieties made from vegetables and seasonings.

Massey's career and personal life have blossomed since her move to South Korea. She is a professor at Hyupsung University in Hwaseong-Si, teaching classes in English, résumé writing and interviewing skills. She also met the man she married in September 2010, **William Song**, at the church they both attend.

Online > [Ashley.g.song@gmail.com](mailto:Ashley.g.song@gmail.com)



Ashley Massey '06 (center, blonde) hams it up with students from one of her English classes at Hyupsung University, Hwaseong-Si.



Chad Farnsworth '11

## SBDC DENVER STUDENT'S PET PROJECT

Entrepreneurship major **Chad Farnsworth '11** spends a lot of time at the Denver Metro Small Business Development Center's (SBDC) office on JWU's Denver Campus, taking in as much as he can about owning and running a business.

As part of his Small Business Consulting class during his junior year, he and his classmates sat in on client meetings at the SBDC office. He's been going back ever since. Farnsworth has helped SBDC clients ranging from a flower shop to a cyber security group to a mobile coffee shop, providing information about operations, marketing ideas and feasibility studies. In return, he sees firsthand what it takes to run a business.

Working out of his home, Farnsworth has already set one of his own business plans in motion. He's starting a pet food company. At his job as a pet trainer for PetSmart, he realized several dogs in his care in addition to his own, have food allergies and intolerances needing special diets. "I'll be making pet treats first, then I'll look at expanding," he says.

Farnsworth's thoughts for other ventures include "everything from a tattoo company to a five-star boutique resort." He says counseling clients has given him insight into the challenges and demands ahead. "The SBDC really opened my eyes about what to expect when I go to open my business. It's helped me understand the process I need to go through to protect myself and keep the business operational."

Online > [crf200@students.jwu.edu](mailto:crf200@students.jwu.edu)



**RIGHT:** Cynthia Gold '93, with a "tea plucker" at the Kirkoswald Estate, in Sri Lanka's Dimbula region that produces award-winning black teas; lower right: A diversity of teas.



## The Growing World of Tea

Tea sommeliers, tea tastings, tea cafés — all are part of the burgeoning tea phenomenon. Flavors and styles are endless, as are the uses for tea. The ancient beverage has gone beyond the teacup into tea cocktails, smoothies and flavor agents for dishes and desserts.

**Cynthia Gold '93**, tea sommelier at the Boston Park Plaza Hotel & Towers, has made it her livelihood. Previously the owner of three tea restaurant-café in Boston, Mass., Gold has traveled to Asia to study infusion, and teaches internationally about cooking with tea and pairing tea with food.

Gold's wealth of knowledge begins with the source of tea — the leaves. All tea comes from one plant species, *Camellia sinensis*. Different types — black, green, white, yellow, Oolong and Pu-erh (dried tea) — are varieties of the plant that have adapted to thrive in diverse regions and under distinct styles of processing, explains Gold. Black tea is the most widely produced and includes the popular Darjeeling, Earl Grey and Ceylon teas.

Main factors affecting tea during processing include when and how leaves are harvested, the heat source used to fire or dry the leaves, and oxidation, a chemical change in tea leaves when their cell walls rupture, exposing them to air. Like brewing coffee, how tea is steeped can enhance its flavor. Each tea has its own needs. Lower oxidation tea like green tea calls for a shorter steep time and lower



temperature than higher oxidation tea like black tea. The water quality and temperature, infusion time and taking care not to crowd the tea (whether in a tea ball, tea sack or mesh cup) are also key.

As to the health benefits of tea, "the research is very promising, but more is needed," says Gold. "What's earned green and white tea the lion's share of press is that they are so high in antioxidants." As for caffeine levels in tea versus coffee, Gold says, "There is some variation between teas, but all tea still has a fraction of the caffeine in coffee." And herbal tea isn't tea at all without *Camellia sinensis*. "Herbal ingredients may be blended into the tea, but if no tea is present, it simply isn't tea," assures Gold.

To learn about tea, Gold suggests the Specialty Tea Institute ([www.teausa.com](http://www.teausa.com)), part of the Tea Association of the USA that holds certification level classes.

**Online >** [cynthia.gold@starwoodhotels.com](mailto:cynthia.gold@starwoodhotels.com)  
[www.culinaryteabook.com](http://www.culinaryteabook.com)

### Steeped in Tea Recipes

The Charlotte Campus was host to S&D Coffee Tea Recipe Contest in November 2010 that drew more than 60 entries. First place went to **Blair Cannon '11**, who won \$500 for his Grilled Green Tea Duck. **Charlie Ward '11** took the first-runner up prize in the beverage category for his Fire & Ice Tea, winning \$300, and first runner-up in the food category went to **Michael Daniel '13** for his Orange Ginger Cupcakes, for a \$100 prize. **Paul DeVries**, Charlotte assistant professor of culinary arts, and **Jenna Thompson '09**, account specialist at S&D, organized the contest, and S&D Coffee donated all of the tea used by the contestants.

### > did you know?

Tea was first cultivated in China as far back as 2737 B.C., as legend has it. From there it moved on to Japan and India. It continued to spread throughout tropical and subtropical climates, and is now found in various regions including the U.S. Most is still grown in China, India, Sri Lanka and Japan.



## > quick take

Chef Rick Hirsch '88 was named 2010 Chef of the Year by the Maine Restaurant Association. Hirsch owns Damariscotta River Grill in Damariscotta.

## Sustainability Fills Chef's Plate

"When you run your own company you have two mindsets ... one is what you do for your craft and expertise ... that pays your bills. The flipside is you use your craft and expertise to really push and choose what's important to you; what you donate your time to," says

**Rob Corliss '88.**

What's important to Corliss is practicing, teaching and promoting sustainability, food sourced locally, healthy cooking and eating and overall health and wellness.

In 2009 Corliss founded All Things Epicurean (ATE), "a culinary company focused on sustainable innovation" that he runs himself in Nixa, Mo., bringing in help as needed. His work includes consulting on local farm sources, developing recipes and menus, matching farmers to vendors, helping market businesses built around food and speaking about sustainability at such events as the American Culinary Federation Southeast Regional Conference in 2008 and the National Restaurant Association show in Chicago, Ill., this May.

Corliss also spends time volunteering in local schools in Springfield. At Pleasant View Elementary, Corliss and local farmer **Curtis Milsap** use a greenhouse and outdoor garden to teach close to 120 students how to compost, plant and harvest their own crops, and then prepare, cook, eat and enjoy their bounty. He is also a member of the School Health Advisory Council for the Nixa School District, where his five-year-old daughter, Grayson, is a student at Century Elementary.

Corliss was guest chef at James Beard House in 1996 and 1999 and featured chef at the James Beard Olympic Event at the Salt Lake City 2002 Winter Olympics. He was a chef at the Williamsburg Inn, Williamsburg, Va., executive chef for the Orchid Island Golf & Beach Club in Vero Beach, Fla., and at Spring Creek Ranch in Jackson Hole, Wyo.

**Online** > [robcorliss@7ate9.biz](mailto:robcorliss@7ate9.biz) [www.7ate9.biz](http://www.7ate9.biz)



Rob Corliss '88 and his daughter, Grayson, at Century Elementary School in Nixa, Mo.

### Culinary Sustainability Trends à la Rob Corliss

- Chef and farmer collaborative partnerships
- Restaurants sourcing directly from local farms
- Classic butchering and charcuterie resurgence; whole animal, nose to snout
- Biodegradable packaging
- Rooftop and on-site gardens for restaurants and other food service businesses
- Tying food to wellness
- Chefs involved with their communities and schools
- Consumers demanding sustainable products



## Bringing It All Back Home

"I love going bold, making an unexpected combination that ideally will take your palate to an unexpected place where it has never been before," says **Maira Isabel '95**, talking excitedly about her own style of cooking.

Isabel, who lives in Guaynabo, Puerto Rico, shared her passion for food through daily appearances on "Levántate," aired in Spanish on Telemundo for the past two years. Beginning in spring, she will be featured on the Argentina-based Utilisima (utilisima.com) network seen throughout Latin America and the U.S. Isabel's first cookbook, "Gourmet Para Todos Los Dias" (Gourmet for Every Day) was the number one seller in Puerto Rico for 10 weeks when released in May 2008.

In her homeland the food is "spicy, but not hot," using ingredients like sofrito, a base condiment for many dishes, made from cilantrillo (a less pungent cilantro), recaó, a Vietnamese coriander, and *aji dulce*, sweet red and green peppers. Puerto Rican dishes have a diverse history built on ingredients and techniques from native Taino Indians, Spaniards who colonized the island and African slaves.

In Puerto Rico, as in many places, there's a return to basics, according to Isabel. "We are now using more fresh ingredients as we did 15 to 20 years ago ... People are going back to cooking at home ... There is also a new passion for anything artisan, from cheeses, to beer and breads."

**Online** > [www.chefmairaisabel.com](http://www.chefmairaisabel.com)



## > did you know?

Medical tourism is on the rise in South Korea. The Council for Korea Medicine Overseas Promotion was launched to promote the medical vacation industry in South Korea, where the number of foreign patients has increased from 10,000 to 13,000 in just two years, according to Korea International Medical Association.



Juancho Stoessel '92

## Peru Hotelier Positioned for Growth

**Juancho Stoessel '92** is founder and general manager of Casa Andina, a hotel chain based in Lima, Peru, with 18 properties across the country. He is also a partner in Cusco Restaurants with six distinctive eateries in the city. Centered throughout southern Peru, a region that attracts 95 percent of the country's tourists, both companies are doing well and will continue to grow, Stoessel predicts.

Casa Andina's properties are close to such major attractions as Arequipa, Isla Suasi, Puno, Valle Sagrado, Chinchá, Colca and Nasca. Tour guides can book stays for clients in all locations without having to deal with different hotel companies. And though it is part of a chain, each Casa Andina hotel is styled to embrace the essence of local culture.

Travel and tourism in Peru is expected to rise from 7.4 percent of the country's gross domestic product in 2010 to eight percent by 2020 according to the World Travel & Tourism Council. Growth is due in part to funding from PromPerú, a government-run office in charge of promoting the nation's tourism. In 2009 the office spent \$3.2 million, mostly targeting Europe, North America, Japan, Asia and Latin America, from which the majority of tourists hail.

Peruvian cuisine also beckons visitors. Travelers from nearby countries like Chile and Colombia take weekend jaunts across the border just for the food. Dishes are a mix of flavors from Japanese, Creole and African cultures. And being on the Pacific Ocean, "the seafood and fish are probably the best in this part of the country; maybe in the world," Stoessel says.

**Online >** [casa-andina.com](http://casa-andina.com) [cuscorestaurants.com](http://cuscorestaurants.com)



## > quick take

Alexander P. Shea '11, an international hotel and tourism management major in Providence, was awarded the Scholarship of Excellence by the Statler Foundation, for academic excellence, character and commitment to the industry.

## Environmental Advocate

Panama loses more than one percent of its primary forest cover annually according to a 2005 United Nations study. But it is hard to convince Panamanians to try to reverse the phenomenon says Peace Corps volunteer **Deirdre Doyno '09**. "Because they live off of the land, and cattle is where their money is, they want to clear the land ... They think the trees are going to fall on the cattle, and they need more grass to graze."

On assignment in the Republic of Panama since April 2010, Doyno's work revolves around educating people in the town of Cordillera to come up with solutions to environmental challenges. Her first hurdle was to gain resident trust and understanding about why she is there. "A lot of them didn't know what the Peace Corps is," says Doyno.

So she spent time "*pasering*" — "getting to know people." It was easier to convince the children to accept her and her ideas than it was their parents. She started by teaching environmental conservation to students in kindergarten through sixth grade, and then went about helping the teachers incorporate the topic into lesson plans.

By fall 2010, she had met many of the local families and brought 20 interested adults together. Using a map of internal resources she created, she illustrated deforestation, one of Panama's major problems.

Doyno is also trying to teach about waste disposal. There is no trash pick-up — some is burned and the rest is left strewn around the community. The Sterling, Mass., native has gotten residents to consider starting a recycling program.

"We talked about ecotourism and how everything is connected," Doyno says. "You can't have a beautiful destination; you can't have ecotourism without a clean destination to come and see."

Online > [deirdranimal@gmail.com](mailto:deirdranimal@gmail.com)



**TOP:** Deirdre Doyno '09 with "Lu" of the indigenous tribe Ngöbe Bugle and her children in Cordillera. Doyno is wearing a tribal dress called *nagua*. **ABOVE:** Doyno plants tomatoes in a greenhouse owned by her "host brother" Miguel Caballero.



**LEFT TO RIGHT:** Scott Davis '80, Dean Richard Brush, Elaine Richard '85 and John Martin '86, '06 Hon.

## ALUMNI OFFER INDUSTRY INSIGHT

Johnson & Wales alumni joined industry experts in a discussion on leadership at the EUHOFA International Association of Hotel Schools 49th World Congress hosted by the Providence Campus in November 2010.

"What signals a great leader?" **Richard Brush**, dean of The Hospitality College, asked the panel.

For **Scott Davis '80**, president of FLIK International, a great leader communicates effectively, gets others to follow, is highly motivated and adapts easily to change.

"Leadership requires a lot of patience and lots of experience. It takes a lot of mistakes and failures to learn from," Davis said.

**Elaine Richard '85**, vice president of food and beverage for the Americas for Marriott International, considers technology and communication skills, both verbal and written, to be essential. "You need to be dedicated and passionate about what you do, and have a certain level of resilience," said Richard.

"The consumer is changing really quickly," noted **John Martin '86, '06 Hon.**, president of The Capital Grille. "You need to be connected to your business, and realize what your customers want, have an ear to the consumer ... Every consumer wants a personalized experience."

"Managers have subordinates; leaders have followers," Martin added. "Leaders must be strategic thinkers and have the ability to prioritize quickly to respond to the changing world events."





**top:** Andrew Thresher '04 is server administrator for Roger Williams Medical Center in Providence, R.I.; **bottom:** Sanjay Uttam '03 is a software engineer for Everyday Health in New York.

## Inside Connections to Health and Wellness

In the health and wellness fields, technology has streamlined recording and accessing information for both consumers and caregivers. **Andrew Thresher '04** and **Sanjay Uttam '03** are putting their technology education and skills to work at companies involved with very different services. Thresher is the server administrator for Roger Williams Medical Center in Providence, R.I., in the top percent of hospitals in the U.S. adopting and using an electronic medical record (EMR) system, according to Thresher.

Through EMR systems, patients' medical records are scanned into a computer, making information available to other medical facilities and offices via the Internet. Roger Williams also uses mobile computers to scan patients' identification bracelets to ensure the right medications are dispensed to the right patients. Physicians can enter patient orders directly into their center's computer system via a laptop, tablet or iPad. "There's less room for error; less room for giving someone the wrong meds," Thresher says of the technology.

Thresher designs, installs and maintains servers, data security, cost justification, print services and anti-virus software in the center's state-of-the-art information systems. He also installs and maintains support for users and network administrators for St. Joseph Health Services, Southern New England Rehabilitation Center and our Lady of Fatima Hospital, now affiliated with Roger Williams.

"Health care is something that's always going to be there. It's just a matter of rolling with the times and changing what you need to change but I think there will always be opportunities," says Thresher, glad he's working in the high-demand medical field.

Uttam is senior software engineer for Everyday Health at its corporate office in Manhattan, N.Y. The company is home to 20 health and wellness websites that reach 30 million visitors a month. He's part of a group of software engineers responsible for programming, writing and developing new applications for the sites, and constantly making sure they're in good working order.

About half the sites are typical free Internet models drawing revenues from advertisements. Information and tools include a drug compendium, an index of doctors by geographic areas and a "symptom checker." Customers have to pay to use the other half. Such sites as southbeachdiet.com include advice from Dr. **Arthur Agatston**, author of "The South Beach Diet," offering diet tips, recipes and more.

Uttam's work is on the former group of sites containing close to 40,000 pages of content. What he likes most is writing software available by way of the Internet. "There are a lot more challenges just because of the sheer number of people using the websites," he says.

**Online** > [athresher@gmail.com](mailto:athresher@gmail.com) [blog.sanjayuttam.com](http://blog.sanjayuttam.com)



## Commuting Across Time Zones

Less than a year ago, **Shabari D'cruz '03 MBA** was living in Providence, R.I. and working for International Planning & Research (IPR), based in Maynard, Mass. She still works for IPR, but now lives in her homeland of India. In March 2010, when D'cruz told IPR she and her husband, **Osmund Sushanth D'cruz '03 MBA**, were moving to India, they supported her and kept her on as a market research consultant. Osmund, who was working at GTECH Corp. in Providence as a senior finance manager, is now freelancing in new business ventures in India. "There's no better place than India right now for startups," says D'cruz. "There are incredible options that didn't exist in the states."

Career and business opportunities for nonresidents are limited in the U.S. The wait for a green card is a lengthy, expensive process requiring an employer to sponsor a visa. Combined with a bad economy and high unemployment, options for people like the D'cruzs are looking better in India.

Working from her home abroad has been a positive change for D'cruz. Most of her clients are based in the U.S., so she works on Eastern Standard Time. Some have locations in Europe, Asia and Latin America, but that's



not a problem. "Everything is done online, and I can be in touch with anyone in any part of the world," D'cruz says. "We do online conferencing, so I've gotten used to seeing them, talking to them, e-mailing them; it feels like we're all in the same city."

D'cruz finds the flexible hours and mobile base rewarding. "It has a sense of being on your own and running your own company."

Online > [shabaridcruz@gmail.com](mailto:shabaridcruz@gmail.com)

## FOCUSED ON BETTER FOOD AND HEALTHIER STUDENTS

**Diane Sylvia '04, '05 M.A.T.** is ecstatic. President **Barack Obama** signed the Healthy, Hunger-Free Kids Act of 2010 in December. "Very exciting changes will be happening in child nutrition programs," said Sylvia, school nutrition programs review and outreach coordinator for the Massachusetts Department of Elementary and Secondary Education (DESE).

The new law is geared toward improving the quality of school meals, something Sylvia has been working on for 15 years.

Massachusetts DESE oversees 3,173 public and private schools and residential childcare sites in the National School Lunch Program. In 2009, DESE distributed \$155 million in federal funds to schools in Massachusetts. The state contributed \$8.5 million.



Although much of Sylvia's time is spent helping schools with the application and review process to get as much funding as possible for meal programs, she wasn't always on the administrative side.

In 1996 Sylvia went to work for the Andrew B. Cushman Elementary School in Dartmouth, Mass., doing everything from cooking to washing dishes. In 1998 she became the school's food service manager and stayed on for seven more years. While there, she began teaching students about nutrition and started programs to promote healthy eating, like "National Soup Month," to get them to try different soups each week. Her programs "kind of ballooned" into schoolwide nutrition programs, says Sylvia.

Now, looking at schools from the outside, Sylvia says the state does a good job providing healthy meals with the money available. "School cafeterias are not part of the school department budget ... They're expected to cover costs with inexpensive lunch prices and federal reimbursements," she explained.

Online > [dsylvia@doe.mass.edu](mailto:dsylvia@doe.mass.edu)

Diane Sylvia '04, '05 M.A.T.

## > quick take

Shannon Donovan, named Rhode Island 2011 Teacher of the Year by former Gov. Donald Carcieri, was awarded a \$10,000 scholarship towards JWU's doctoral program in Educational Leadership.



# jwu:arts & sciences

## Learning and Adventure in the U.K.

Westminster Abbey, Edinburgh Castle, Jack the Ripper's neighborhood, Clink Prison Museum — all are part of the School of Arts & Sciences Study Abroad program each summer in England and Scotland.

Students from all JWU programs and campuses, along with one faculty member from the College of Business and one from arts and sciences, stay at Fitzwilliam College, University of Cambridge for three weeks and then venture out on excursions to York, England; Edinburgh, Scotland; and London. Courses include studies in arts and sciences and law. In 2010, those included Advanced Topics in Criminal Justice: Terrorism, covering terrorist attacks in and around England, as well as studies of the nation's history, literature and sociology.

"Only when I'm in England do I teach British history or British literature," says **Ann Kordas, Ph.D.**, Providence assistant professor of humanities who traveled with the group in 2009 and 2010. "I get to expand my repertoire." Student questions during their travels draw her into conversations about such topics as the use of medieval armor, how castles were built and famous people buried in Westminster Abbey.

"Traveling is the best way to learn about the history and culture of a country ... trying different foods and going to museums and historical places," says **Gabriela Sanchez '11**, in the 2010 program. Visiting and studying sites related to England's legal system, from which the American justice system was adopted, was particularly enlightening for the criminal justice major.

Online > [jwu.edu/studyabroad](http://jwu.edu/studyabroad)



Fred Moore III '11 has some fun with a statue in York, England

### MORE THAN SMALL TALK

**Rita Huang '14, Catherine Wang '14 and Karlie Haack '13** meet once a week at Starbucks® on Providence's Downcity Campus. Sometimes they get together at Huang's apartment. The three met in fall 2010 when they were matched for Conversation Partners, a program required for English as a Second Language (ESL) students and students in Communication Skills, an English course.

The trio take 10 hours during the term for casual conversation at times and locations they choose. The ESL students gain a better grasp of English by conversing with the English students, who get to practice reading non-verbal cues and listening taught in Communication Skills. According to Associate Professor **Eileen Medeiros, Ph.D.**, English students, who fulfill their community service requirement through the program as well, write a paper about the experience for their class.

Huang and Wang appreciate the program. "It helps hearing Karlie pronounce things. It helps with my oral communications, reading, writing and grammar," says Wang, a hotel and lodging management major from China.

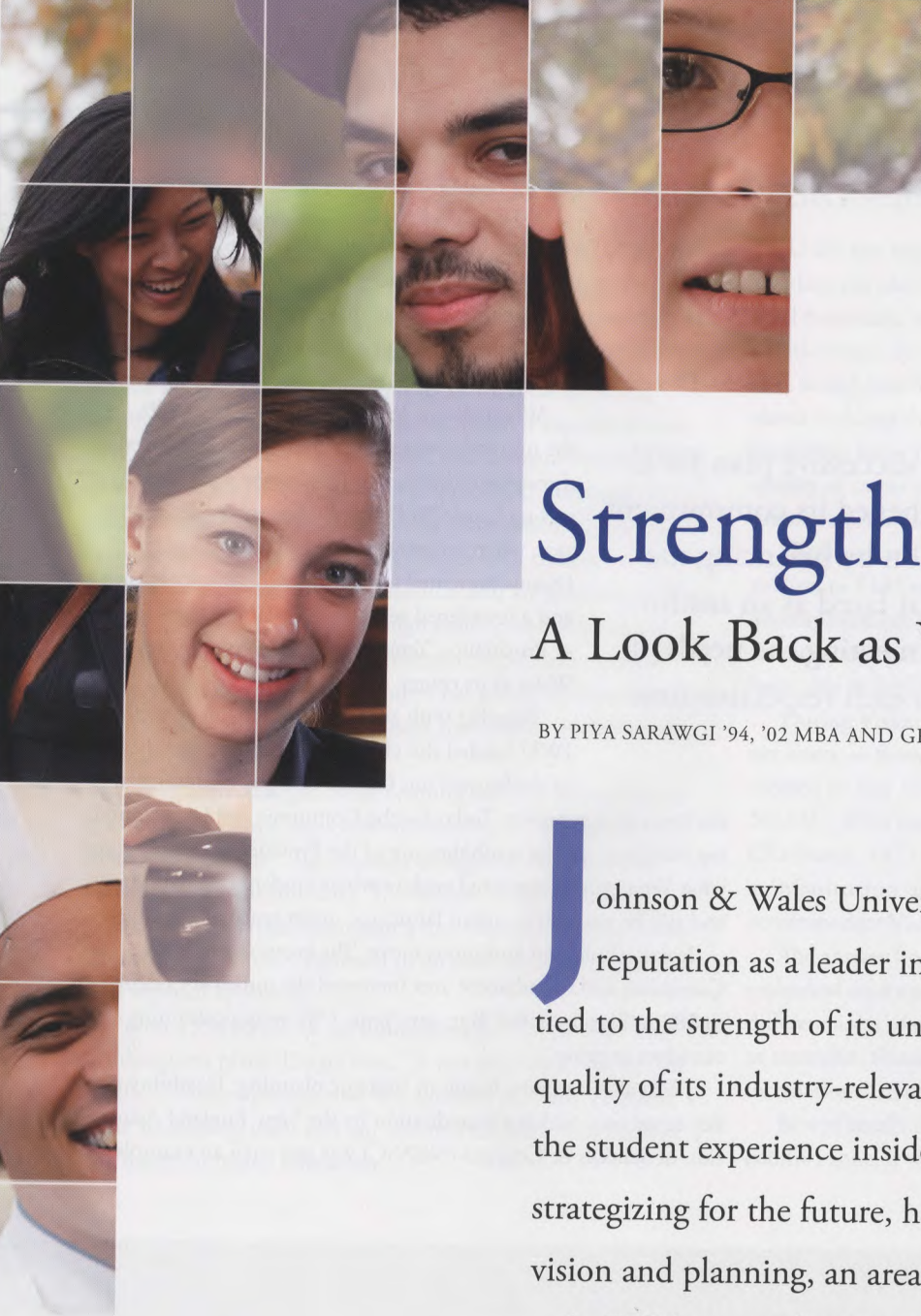
Haack, a sports/entertainment/event management major, says meeting with Huang and Wang has made her a better listener and was a good experience personally. "It's been great getting to know them. I didn't expect to form a relationship ... Rita even made sushi for me."

Online > Huang: [mgh935@jwu.edu](mailto:mgh935@jwu.edu), Wang: [ynw585@jwu.edu](mailto:ynw585@jwu.edu), Haack: [kjh364@jwu.edu](mailto:kjh364@jwu.edu)



Left to Right: Karlie Haack '13, Catherine Wang '14 and Rita Huang '14 meet weekly for coffee and conversation.





# Strengthening JWU:

## A Look Back as We Move Forward

BY PIYA SARAWGI '94, '02 MBA AND GREGORY DISTEFANO

Johnson & Wales University's growing international reputation as a leader in career education has always been tied to the strength of its unique educational approach and the quality of its industry-relevant programs. Continually improving the student experience inside and outside the classroom, while strategizing for the future, however, takes considerable long-term vision and planning, an area in which the university also excels.

As JWU approaches its centennial in 2014 and completes its current five-year strategic plan, FOCUS 2011, Tom Dwyer, JWU vice chancellor and executive vice president, offers his insights on the university's history of academic, financial and operational planning. This "business of education" allows JWU to continually deliver on its promise of a world-class career education while strengthening its foundation and global reputation.



Dwyer, who leads the strategic planning process for JWU, jokes that when he joined the institution in 1978, the budget was tallied on the back of an envelope. "Johnson & Wales built its reputation on being entrepreneurial and opportunistic," he says. "A lot of what occurred in the school's first 75 years we're benefitting from today. But there wasn't a lot of formalized planning. It just wasn't part of the higher education landscape at the time."

But as JWU matured, it came time to formalize a strategic planning process. In 1989, new president, John "Jack" Yena '06 Hon., saw a fast-growing university with total net assets of less than \$24 million and \$18 million of debt. The school also wasn't building its endowment for future growth and stability. Yena embarked on the first of four strategic plans, each designed to answer three key questions: "What do we want to look like at the end of the plan? Why? And what will it mean for our university, students, alumni and other stakeholders?"

Every entity has something it needs to change for its long-term security — either to improve quality, or because it's identified something it can't sustain, Dwyer notes. "Most colleges don't think about their financial plans when they're piecing together their strategic plan. That's why many of those plans collect dust," he adds. "We knew we needed to weave together our mission and strategic objectives with the financial plan, and start with an honest assessment of the institution."

**"With each successive plan JWU has strengthened its commitment to its mission by balancing the challenges it faced as an institution while meeting the needs of students in each respective time period."**

## VISION 1994

Vision 1994, JWU's first formal strategic plan, included 13 salient goals to address issues including measured growth, financial security, curriculum expansion and global connections. But more than anything, the plan centered on establishing an identity for JWU.

When Vision 1994 was launched in 1989, the university was scattered in varied buildings throughout downtown Providence, R.I. There was no iconic JWU building or space. That same year, when renowned urban architect, Andres Duany, presented a vision for a Downcity rebirth and a broadened sense of community for the city of Providence, Yena immediately saw Johnson & Wales at its center.

Together with assorted government agencies, JWU funded site cleanup, then purchased the land of the burned out Outlet Company building in the heart of downtown. Today Gaebe Commons and its surrounding buildings are the symbolic core of the Providence Campus, and what Yena calls "a protected enclave where students can withdraw and still be part of the urban fabric and green space of the city."

It was a bold and ambitious move. The creation of Gaebe Commons and the adjacent area increased the university's debt to \$82 million by 1994. But, says Yena, "We were positioning ourselves to grow."

JWU also learned a lesson in strategic planning: Flexibility is a key to success. Seeking accreditation by the New England Association of Schools & Colleges (NEASC) was just such an example. It

## laying the foundation

### Vision 1994 Highlights: CREATING A PHYSICAL IDENTITY

- Contributed \$31.9 million to the endowment
- Conducted \$10 million capital campaign
- Invested \$82.1 million in property, plant and equipment
- Borrowed \$82.1 million
- Secured first tax-exempt bond
- Obtained original five-year NEASC regional accreditation
- Opened the North Miami Campus
- Established Gaebe Commons as the Downcity Campus hub
- Formalized the budget process and the philosophy of awarding student aid



### Vision 2001 Highlights: BUILDING A STRONG FINANCIAL FUTURE

- Contributed \$70.1 million to the endowment
- Conducted \$68 million capital campaign
- Invested \$158.3 million in property, plant and equipment
- Borrowed \$46.9 million
- Obtained 10-year NEASC regional accreditation renewal and eliminated ACICS accreditation
- Opened the Denver Campus
- Established management training and campus leadership teams
- Instituted internal process to streamline student services



was not a part of Vision 1994, yet it helped JWU forge a new direction in academic excellence. University Chancellor John Bowen '77, then executive vice president, agrees. "Pursuing regional accreditation spoke to JWU's flexibility," he says. "We're disciplined, but not rigid."

The \$23 million bond issue that allowed the university to venture beyond Rhode Island and set down roots in North Miami was also not part of the vision. When it became clear in 1992 that tourism and international finance made South Florida an ideal spot for JWU to open a campus, JWU purchased a vacant former hospital and a medical office building, which were transformed into University Center with classrooms, culinary labs, offices, student residences and an academic and student center. Since 1992, through major investment in the acquisition and renovation of distressed properties in several instances, the North Miami Campus has grown to more than 29 acres and 21 buildings, serving more than 2,000 students from 58 countries and 45 states.

"We've been strategic about opening our regional campuses in a number of ways," says Bowen. "And we're committed to urban revitalization." The creation of regional campuses has worked well for the university. The decline in the country's college-age population has meant a drop in enrollment at many schools. Yet JWU has continued to increase enrollment because of its regional approach.

Vision 1994 served as the foundation for Vision 2001 and all subsequent plans, Dwyer says. "It was expensive, but we put together a budget process that was ahead of its time. Members of the accrediting team and our auditors told us it was the best they'd seen in higher education."

## VISION 2001

JWU did not step gingerly into Vision 2001. Two years in the making, the plan would bring the university to a whole new level financially, with a bold emphasis on establishing a multi-campus system along with processes and relationships that would benefit students. Administrators also got serious about building the endowment, which the university's leadership knew it would need to continue delivering the high quality of career education for which JWU was becoming famous worldwide.

With a clear directive, the endowment grew from \$40 million to \$183 million over the life of Vision 2001. The accomplishment has had a lasting impact. Without that financial target 15 years ago, the university would not have been able to fulfill its current strategic plan.

During Vision 2001 enrollment grew quickly, along with net assets — from \$24 million to \$201 million. JWU also secured its first 10-year regional accreditation renewal from NEASC. With campuses in Providence, North Miami, Fla.; Charleston, S.C.; and Norfolk, Va., leadership took a hard look at infrastructure and asked, "Are we organized appropriately to accommodate Vision 2001?"

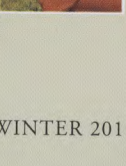
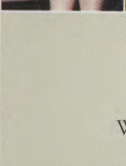
The answer from employees was a resounding "No," so JWU embarked on a major reorganization. Management teams from different areas of expertise were asked for solutions to such issues as retention, financial aid, internships, external partnerships and international affairs.

Bowen recalls that while people were forced outside their comfort zone, it was necessary for the university's overall



## Vision 2006 Highlights: IMPROVING QUALITY


- Deducted \$32.4 million from the endowment
- Invested \$276.2 million in property, plant and equipment
- Borrowed \$71 million
- Opened the Charlotte Campus
- Consolidated the Charleston and Norfolk campuses
- Invested in systems to enhance career opportunities and services for students
- Implemented Oracle Financials
- Increased endowment investment by \$12 million







# furthering the vision



## FOCUS 2011 Highlights: TRANSFORMING JWU

- Invested \$115 million in property, plant and equipment
- Paid down \$52 million of debt
- Obtained 10-year NEASC regional accreditation renewal
- Increased first-year retention from 67.2 percent to 74.5 percent
- Dramatically improved selectivity by 12 percentage points
- Made a bold commitment to affordability
- Demonstrated academic leadership and change by eliminating associate degree offerings, initiating improvement-oriented program reviews, launching online learning and assuming a leadership role in food safety
- Reorganized Experiential Education & Career Services including just-in-time services for students; moving beyond initial employment statistics to career progression and enhancing employer relations
- Reconstructed the university website and developed formal graphic and editorial standards
- Formalized the institutional research function
- Invested in employees including debuting the JWU Competency Model that identifies behaviors associated with excellent performance; launched the Employee Development Institute and new competency-based performance evaluation tools
- Launched an online portal to streamline student communications

JWU's mission is to empower its diverse student body to succeed in today's dynamic world by integrating general education, professional skills and career-focused education. To this end, the university employs its faculty, services, curricula and facilities to equip students with the conceptual and practical tools required to become contributing members of society.

success. "If you don't, you have a stagnant organization," he says. Administrators began thinking more strategically about operations by creating leadership teams, senior management training and streamlining internal processes to improve student services.

The university took a giant geographic leap as well, looking to establish a presence beyond the East Coast. Denver, Colorado's largest city and a cultural center, was the perfect metropolis in the West for JWU's entrepreneurial spirit. "Denver was the first time we were invited to open a campus in another city," says Dwyer. "This too was a mark of maturity."

Civic leaders, particularly the Coors family that generously supported the university's mission and expansion into Denver, recognized JWU's educational approach. In 1999, JWU acquired the 10-acre campus that once housed Colorado Women's College and later the University of Denver Law School. In 2003, JWU purchased the remaining 15 acres of the campus. Since welcoming its inaugural class of 325 students in 2000, JWU has invested nearly \$50 million in additional construction and renovation to enhance and improve classroom facilities, culinary labs and residence halls on campus. Today more than 1,500 students from all 50 states and 11 countries are enrolled at the campus.

## VISION 2006

Virtually every goal of Vision 2001 was completed a year ahead of schedule. The process of developing Vision 2006, with input from every constituency, was underway in 2000. An array of 13 goals outlined a theme to increase quality on many fronts.

For the first time in its history JWU invested in systems to enhance student services and career opportunities for students. The outlay allowed the university to make more data-driven decisions, an approach that continues to inform the work of FOCUS 2011.

In keeping with the past, one "unplanned accomplishment" emerged during Vision 2006 as well. In 2002, when civic and community leaders in Charlotte, N.C., were looking to partner with a university to promote economic and community development — and produce graduates primed for employment in the expanding city — they turned to JWU. The university's programs and approach seemed perfect for the business and hospitality industries that anchor the regional economy. Recognizing that its smaller, leased campuses in Charleston and Norfolk were less than ideal environments for continued, strategic growth, JWU accepted the offer of public-private partnership. The state-of-the-art, \$110 million Charlotte Campus opened in 2004 with an enrollment of 1,100 students and quickly grew.

"Charlotte took a lot of energy. But what JWU is most proud of is that not a single student missed the opportunity to complete their degree and graduate," says Dwyer. "We fulfilled our promise to every Charleston and Norfolk student, and employees who chose not to transfer to another JWU campus were given generous severance packages."



As in 2001 the discipline of the plan did not overshadow the need for flexibility. During Vision 2006, JWU doubled plant assets from \$330 million to \$606 million, while borrowing \$70 million to pay itself back on added investments in Denver and plant needs in Charlotte. "Vision 2006 gave us the courage to take on what we needed to in FOCUS 2011," Bowen recalls. It forced JWU to look beyond facilities and at the quality of work and experiences inside the university.

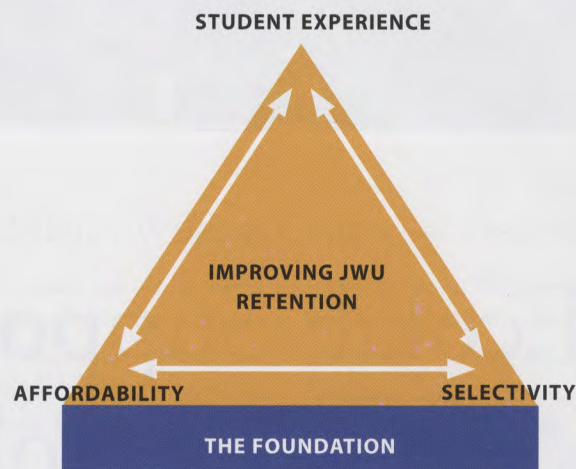
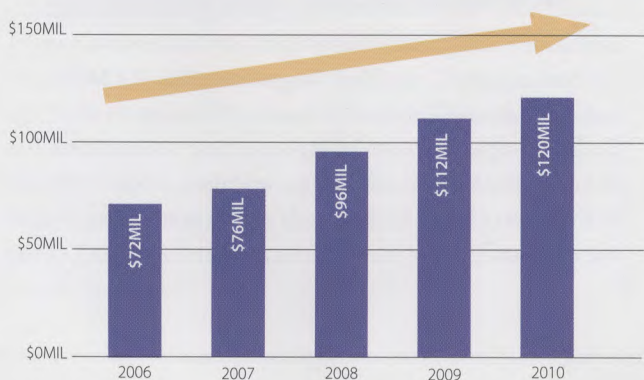
## FOCUS 2011

Enrollment was still growing in 2005 when the university was formalizing its current strategic plan. Leadership took a hard look at JWU's standing against the general higher education landscape. While the institution was successful in many respects, there were major changes needed to remain competitive going forward.

Even before the global recession took hold in 2008, JWU knew it needed to address affordability as well as first-to-second year retention. In line with higher education in general, the university's reliance on private loans was growing. Nationally, the private loan market had increased from \$1.7 billion to \$17.1 billion over a 10-year period. In September 2005, JWU students borrowed more than \$40 million in private loans, many of which carried high interest rates and unfavorable repayment terms. "We had to create not just a successful financial model, but a sustainable enrollment model that addressed the increasing issue of affordability," says Dwyer.

By design, JWU enrolled smaller, more refined classes, and created a Strategic Enrollment Team (SET). SET evaluated 97,000 student records, identified students who would not be successful in JWU programs and denied them admission. At the same time, the university committed to holding steady on merit aid and significantly increasing need-based aid to help students and their families. Since the inception of FOCUS 2011, JWU has increased aid from \$72 million to more than \$121 million in 2010 to support four-year level funding. The history and discipline of past strategic and financial plans allowed for the major investment in students.

**JWU Institutional Grant Dollars (Pre-FOCUS vs. 2007–2010)**



Improved selectivity and the resulting reduced admissions numbers have been offset by the increase in student retention without negatively affecting the diversity of the student body. But sacrifices and discipline were needed to succeed. Capital projects were delayed and new programs limited. Throughout the shift, investments in students and faculty were not compromised. During one of the most financially debilitating economic times in recent history JWU survived without additional borrowing.

With each successive plan JWU has strengthened its commitment to its mission by balancing the challenges it faced as an institution while meeting the needs of students in each respective time period.

The success of FOCUS 2011 has been recognized for its contributions to both JWU's students and to the field of higher education. Following its scheduled 2008 NEASC accreditation visit, JWU was invited to deliver the keynote address at the 2008 NEASC conference in Boston, Mass. The university has also been asked by NEASC to document for others how its efforts toward increased affordability and selectivity are leading to substantial improvements in retention.

There's an esoteric element to the equation that other institutions may not be able to emulate, Dwyer notes. "We have something very special at Johnson & Wales which is hard to define. It's the mentality of our university community and the dedication of our faculty and staff to our students and to our strategic planning goals. That's our biggest competitive advantage."

Vision is nothing without a sense of history. Dwyer advocates intergenerational responsibility. "JWU graduates of the 1980s and early 1990s may not have benefitted from everything our current students enjoy. In a sense their gratification is delayed ... But our alumni should take as much pride in our growing reputation, because they're equal beneficiaries of the strength of our institution," he says. "The value of their JWU degree is growing exponentially. We're attracting students who have a better chance of achieving the success our alumni enjoy, and that's a plus for everyone."





# Ecolab Support Good as Gold

Johnson & Wales University has received a leadership gift from the Ecolab Industry Foundation of St. Paul, Minn., to benefit the new Cuisinart Center for Culinary Excellence on Providence's Harborside Campus. The Ecolab Academic Leadership Suite, above the central atrium entrance, includes college leadership offices and the dean's conference room, visible to more than 20,000 annual visitors to campus.

The commitment of Ecolab and the Ecolab Industry Foundation underscores their appreciation of the university's industry-relevant focus, and efforts to promote sustainable practices within the JWU academic programs. The 82,000-square-foot culinary center is the signature academic laboratory for the College of Culinary Arts, housing kitchens, dining rooms and beverage labs within its Leadership in Energy and Environmental Design (LEED) certified design.

"As we prepare our students to meet the expectations of industry, this facility helps us to provide them with an exceptional learning environment for our hands-on curriculum," Providence Campus President **Irving Schneider, Ph.D.**, notes. "We value the generosity of the Ecolab Industry Foundation in supporting this major capital project at JWU."

Funded by Ecolab Inc., The Ecolab Industry Foundation assists nonprofit organizations in the areas of education, civic and community development, the arts and conservation. Ecolab is a global leader in cleaning,



sanitizing, food safety and infection control products and services for the hospitality and other institutional markets. Ecolab's corporate research and development center in Minnesota earned LEED Gold Certification from the U.S. Green Building Council (USGBC). The company considers its total impact on the environment.

Johnson & Wales University is developing its own gold standard in food safety practices and programs. "As we move forward with the JWU gold standard, our goal is to practice what we preach internally, teach what we practice as educators and preach what we practice and teach to our external audience," says **Karl Guggenmos '93, '02 MBA**, university dean of culinary education. "The support of Ecolab is important as we incorporate these key standards in our food safety and sanitation curriculum. Ecolab's role as an industry leader in these areas sets an example for our students."



ABOVE: View of Ecolab from atrium

ABOVE, RIGHT: Ecolab conference room interior





## Support Buys Denver Campus

In 2000, Denver opened its doors on a campus that once housed the Colorado Women's College and the University of Denver Law School. In addition to the Coors family, other early supporters from Colorado were impressed with JWU's unique career education model. The Kenneth King Foundation, whose giving to JWU totals more than \$175,000, made its first of many gifts in 1999 to transform important structures like Treat Hall and Whatley Chapel.

The El Pomar Foundation in Colorado Springs, one of the largest in the Rocky Mountain region, made its first gift to the university in 1999: a \$500,000 grant to renovate a decaying building into a state-of-the-art facility for culinary arts. Over the years, El Pomar has made other gifts to the campus, including a second grant of \$100,000 for added renovations and annual scholarships.

Richard Saunders is another Coloradan who strengthened the foundation of the Denver Campus. Saunders Construction helped fund JWU's culinary building, new Wildcat Center, and thoughtful restoration of Treat Hall. Saunders' \$300,000 gift to the university was commemorated in naming the Dick Saunders Dining Room, one of two culinary arts dining rooms on campus.



COLORADO WOMAN'S COLLEGE, CAPITOL HILL, DENVER, COLO.

"The university made significant financial investments in the Denver Campus. But none of this would have happened without the vision and inspiration of local donors and foundations," says Denver Campus President **Bette Matkowski**. "A strong university reflects the passions of many. That is true in Denver where dedicated support has helped the dream come true."

## North Miami Wildcat Center — Heart of Campus

Ground was broken this winter for the long-awaited North Miami Campus Wildcat Center. Designed by the Deerfield Beach, Fla., architectural firm of Gallo Herbert Lebolo to be a true center of campus, the new 30,000-square-foot facility will be built on property one block south of the North Miami Campus' University Center.

"This will be transformational," said **Ismare Monreal**, dean of students. "This is not just a student center. It will be the center of the campus, a hub for student life, clubs, organizations, student recreation, as well as athletics ... a true center for our campus and student life."

The three-story structure will bridge the gap between University Center — the first campus building — and the recently opened Biscayne Commons student residence. A dramatic, glass-enclosed, two-story atrium entrance will frame an area that will be used for student events. The 850-seat arena and gymnasium will be "home court" for Wildcat basketball and volleyball. The building will house administrative offices for Residential Life, Student Activities, Athletics, Greek life and student government, making it a true hub for all non-academic programs.

"The new Wildcat Center is the latest expression of Johnson & Wales' commitment to the complete development of our students academically, professionally, socially and athletically," North Miami Campus President **Loreen Chant '89** says.

Gift and naming opportunities are available for those interested in supporting construction. Contact **Peter Rood**, director of development and alumni relations, at 305-892-7036 or [peter.rood@jwu.edu](mailto:peter.rood@jwu.edu).



### BEVERAGE LAB NAMED FOR S&D COFFEE

When the Charlotte Campus was being established, business and community leaders rallied around Johnson & Wales University. Charlotte leaders saw the opportunity to transform a transitional area into an intellectual hub. It seemed that overnight Gateway Village went from a sleepy area of uptown Charlotte to a vibrant hive of activity on Trade Street.

In the past six years, the Charlotte Campus has grown to nearly 2,600 students, 12 acres and six buildings — with a new student center on the way. S&D Coffee, one of JWU's early advocates, generously contributed \$500,000 to establish the campus. Founded in 1927 in Concord, N.C.,

S&D Coffee grew from a small company to one of the largest manufacturers and roasters in the United States. To recognize S&D Coffee's faith in and support of campus and programs, the culinary beverage lab will be called the S&D Coffee Beverage Lab, honoring the company's commitment to creating a campus where students thrive and grow intellectually and personally.

"Naming the beverage lab in S&D Coffee's honor is not only a great opportunity to recognize this donor, but also an opportunity to reinforce, for our students, the life-changing impact that philanthropy can have in their communities," says Charlotte Campus President **Art Gallagher**.



# Only in Rhode Island

BY KRISTIN ZOSA PULEO,  
KATIE SPENCER AND NIA GRANT

Hot wieners, coffee milk, pizza strips and stuffies — all are part of life in the Ocean State. A new exhibit at the Culinary Arts Museum at Johnson & Wales University: “Rhode Island ... Small State, Big Taste!” lets visitors explore the diversity and quirkiness that is Rhode Island food culture, where dynamites are more than just explosives and New York System does not refer to a mode of transportation. Do you know the answer to what won the battle for official state beverage — coffee milk or Del’s® Lemonade? The eccentricities that are “Little Rhody” staples are on display through June.



The Rhode Island foods exhibit logo was designed by Rhode Island cartoonist Don Bousquet.



Culinary Arts Museum displays portray R.I. food history going back to Native Americans who used quahogs in soup and ate cornmeal “jonnycakes.” Panels pay tribute as well to the state’s love for coffee milk and Autocrat® coffee syrup.



Displays for shore dinners, Aunt Carrie’s restaurant (first opened in 1920) and Yacht Club Soda (est. 1925) blend nostalgia with culinary history.





Contrary to pop-culture belief, quahog is not a city in Rhode Island; it's a variety of clam. Found along the Atlantic coast of North America, quahogs are particularly abundant in Narragansett Bay. Clam digging and "quahogging" at low tide supplies the tasty mollusks that add substance to the state's famous clam cakes, chowders and stuffed clams. In 1987, the quahog was designated the R.I. "State Shell."



Served in the official state shell, "stuffers" are a great way to eat quahogs. Typically they contain breadcrumbs, onions, celery, Tabasco® and butter, and are baked and garnished with a squeeze of fresh lemon.



The Algonquin Indians showed arrivals aboard the *Mayflower* how to use native grains to prepare one of their staple dishes — johnnycakes. Also spelled jonnycakes, they are simply ground corn, salt and hot water or milk. The batter is fried on a flat surface and eaten as a side dish.

Del's frozen lemonade cools Rhode Island summers. With its fresh juice and bits of rind, it's reminiscent of the fine-grained Italian ices of immigrant generations past.



Hot wieners, also called "gaggers," are made from beef, pork and in some cases, veal. Hand-cut to give them a slightly squared shape, they are served in steamed buns, and topped with yellow mustard and a meat sauce that usually contains ground beef, a secret mix of spices, chopped onions and a sprinkling of celery salt. Rhode Island shops advertise "New York System" hot wieners though the recipe is not from New York. Greek immigrants wanting to pay tribute to the Empire State and add credibility to their wieners gave them the name.



Pizza strips, a.k.a. party pizza or bakery pizza, are known throughout Rhode Island. They're pizza dough topped with a spicy tomato sauce and nothing else (a light sprinkle of Romano cheese if you must). Food historians trace bakery pizza to Naples, Italy. Brought to the United States toward the end of the 18th century, it's a favorite local party food, as good the morning after as the night before, and as tasty cold as hot. No need to refrigerate.



In other states they're called milkshakes or frappes, but in R.I., they're cabinets — a foamy blend of ice cream, syrup and milk.





Dear Friends:

*"The years teach much which the days never know."*

— Ralph Waldo Emerson

I quoted Emerson at a recent Johnson & Wales University senior leadership meeting in regard to the progress our university community is making with FOCUS 2011. We launched our ambitious strategic plan in 2006 before the global economic recession.

Over the last four years, there were days when our commitment to enroll smaller and more selective classes by design; to make education more affordable; to allocate more institutional aid, secure scholarships and launch new programs with restricted resources seemed insurmountable. We persevered on a daily basis always trying to keep the end goal in mind. We continued to follow our blueprint and now, in the final year of the plan, we can appreciate the victories and the lessons learned.

We continue making adjustments without compromising our duty to our students, faculty, staff and friends. Since 1914, we've been transforming the dreams of career-minded students into reality. Through our education model and the entrepreneurial approach of our administration, we're developing not only industry and civic leaders, but also the communities that host our dynamic campuses. In 2009–2010 alone, JWU students performed more than 171,000 hours of community service. Our alumni from 140 countries are more than 83,000 strong, enriching organizations and neighborhoods and influencing a myriad of fields with their passion, drive and knowledge.

It is JWU's history of strategic planning that has allowed us to evolve and transform our university. An insight into our financial and operational decisions over the past two decades is one of the features in this issue (see pg. 31). As you read it, I hope you share the pride we feel about our solid growth. I hope you also recognize that success has not come easily and that we need the time, talent and treasure of our alumni and friends to ensure future generations of students graduate with a coveted JWU degree and the backing of a strong and vibrant university.

At this time when some New Year's resolutions may be waning, please join me in committing to a simple yet rewarding resolve — to stay actively engaged with JWU. You are a critical part of JWU's evolving story and our ongoing journey toward excellence.

University Chancellor John J. Bowen '77

100-YEAR

# Count Down

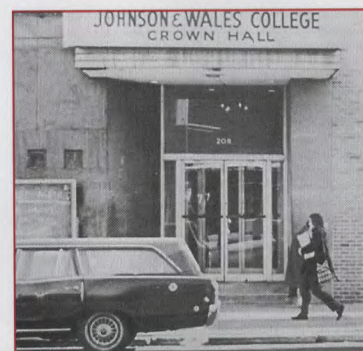
As JWU nears the century mark, share in our enthusiasm and pride as we recount our university's rich and vibrant history.

By the mid-1970s Johnson & Wales business, hospitality and culinary programs were thriving. Increasing enrollment fueled the need for physical expansion and led administrators to make important investments in facilities.

In 1975, Johnson & Wales purchased two buildings from **Francis and David Friedman '75 Hon.** One was used for the culinary arts center, the second was converted into a 250-bed residence hall. That year the college also invested in Dreyfus Hotel. The building was a shadow of its former glory, but Johnson & Wales made a commitment to restoring it — one of its early and visible commitments to revitalizing downtown.

In July 1977, the college took over Gladdings department store. The upper stories of the building were used as classrooms and the first floor became the Double Dresser — a retail laboratory which had been located at Crown Hall (formerly the Crown Hotel), giving students hands-on experience in every facet of retail and merchandising.

At that time, J&W's enrollment was second only to that of the University of Rhode Island. The year also marked the addition of the eight-story Minden Hall on Providence's East Side



Crown Hall gave students the chance to live in the heart of downtown Providence.

to the college building directory. July 1978 brought the acquisition of the former Yankee Motor Inn in Warwick, R.I. It was renamed the Rhode Island Inn, and used for residence hall space and a student-run motel and restaurant operation. In September 1978, the 102-room Carlton House in

Cranston, R.I. was purchased to accommodate still more on-campus housing.

As the 1970s drew to a close, Johnson & Wales' convocations and commencements were held at the Ocean State Performing Arts Center and the college brought renewed vibrancy to downtown Providence.



# UPDATE: FOCUS 2011

## Building for Success

BY PIYA SARAWGI '94, '02 MBA

**U**nder its current strategic plan, FOCUS 2011, Johnson & Wales University set its sights on raising the bar in qualitative and quantitative ways, and transforming the institution. The tie binding these academic, administrative, financial and operational initiatives is the goal of providing students relevant and rewarding experiences — both inside and beyond the classroom.

FOCUS 2011 launched before the global recession. The uncertain economy demanded deliberate decisions, strategic choices and targeted outside funding geared to meet the university's most pressing needs. Even as JWU enhanced its facilities and infrastructure, the university continually tried to make education affordable for students.

In this final year of FOCUS 2011, we take a look at the physical transformation across JWU's four campuses in recent years. Every state-of-the-art upgrade came with a substantial price tag. Over the past five years, JWU has invested \$115 million in property, plant and equipment. Through all these physical improvements, the university remained committed to urban revitalization and thoughtful historic renovation. We encourage alumni and friends to visit and experience these new structures firsthand at each of our campuses.

**Online** > [jwu.edu/focus2011](http://jwu.edu/focus2011); send feedback to [focus2011@jwu.edu](mailto:focus2011@jwu.edu)



### Strengthening

#### > The Experience

#### > Student Potential

#### > Career Opportunities

#### > The Foundation

Through our strategic plan, FOCUS 2011, we will strengthen Johnson & Wales University to ensure that we attract and retain highly motivated and demonstrably capable students. We will prepare them for professional success through academically rigorous, industry relevant and experientially based programs.



# PROVIDENCE

JWU has revitalized close to 100 acres of waterfront, providing a stunning natural setting for the Harborside Campus and a range of environmental and recreational benefits to the community.

The campus' newest focal point, the 82,000-square-foot Cuisinart Center for Culinary Excellence opened in spring 2010 and is designed as the nation's first Leadership in Energy and Environmental Design (LEED) certified culinary lab. In winter 2010, Grace Welcome Center became the third environmentally sustainable building on the Harborside Campus.

Additional facilities on campus include a Starbucks® and a newly renovated student dining center, as well as reconstruction of the harbor shoreline, a public walking trail, athletic fields and added open green space.

**CLOCKWISE FROM TOP:** CCCE at twilight; Grace Welcome Center, designed for LEED certification; Student Services Center (former Rolo manufacturing building) recognized by the Providence Preservation Society for its commitment to the preservation of significant historic buildings; students enjoying the new menu at Harborside's Red Sauce





# NORTH MIAMI



From its inception in 1991 through 2009, the North Miami Campus has invested nearly \$40 million in construction. The years 2010 and 2011 will mark construction of a residence hall and a new student center.

In 2008, Biscayne Commons was closed and demolished to make way for a more modern, student-centered facility. In spring 2010, JWU broke ground for the new residence hall that will house 200 students and feature double-occupancy rooms along with a central courtyard and swimming pool, expanding the campus' successful Living-Learning Communities concept.

The campus has worked hard to develop a mutually beneficial relationship with the city. JWU approached the City of North Miami with an investment project to improve water and sewer systems, add lighting and make right-of-way improvements along 17th Avenue. The public-private partnership climaxed in fall 2009, and allowed the city and JWU to share costs while providing benefits to students and North Miami residents.

**CLOCKWISE FROM TOP:** Tropical Pointe residence hall's fresh face-lift; an architectural rendering of the new Biscayne Commons; the enhanced 17th Avenue pedestrian walkways; a rendering of Wildcat Center to be completed in fall 2011



# DENVER



JWU's commitment to thoughtful historic renovation is most evident at the Denver Campus. Since opening in 2000, JWU has invested more than \$48 million in reviving, upgrading and adapting structures to enhance and improve classrooms, culinary labs and residence halls.

Stabilizing and restoring Treat Hall — a national registered landmark — has involved extensive repairs. Great care has been taken to complete work in place, matching materials in an appropriate manner, and minimizing chemical and construction impact to the site.

The campus' latest renovation project turned historic Mason Hall into Wildcat Center, a 21st-century athletic facility. The transformation provided a regulation-size gym, doubling its initial capacity and allowing teams to comfortably compete on campus. Dedicated fitness space tripled in size and includes an aerobics studio and locker rooms. Expansion has been cleverly configured within the existing building shell, preserving the historic nature of the building's façade.



CLOCKWISE FROM TOP: Historic Treat Hall; the new Wildcat Center gym; the refurbished Wildcat Dining Center; architectural windows and cornice work details of Treat Hall





## CHARLOTTE



The state-of-the-art \$110 million Charlotte Campus opened in 2004 with an enrollment of 1,100 students, and grew quickly. In a continued effort to meet the evolving needs of students, JWU is building a \$6.5 million multipurpose facility for student life and athletics in Charlotte, which is scheduled to be completed in spring 2011.

Today's college graduates must be able to work effectively in cooperative and competitive environments. Involvement in student organizations and sports and fitness activities is an ideal way to nurture this skill. The new 33,000-square-foot structure is being built adjacent to the Carolina Panthers practice field, and will house more than 30 student clubs and organizations encompassing cultural arts, community service, professional development and student government. The Student Center will also feature a comprehensive fitness space and be home to an expanding range of sports teams.

In addition to being a vibrant hub for activities that will enliven school spirit and give students a reason to live and play on campus, the building will help JWU sustain its reputation for high-quality, career-focused education and contribute to the vitality of the Gateway Village area. The Student Center project is one of only a few building projects across JWU's four campuses to have been approved for completion based on its well-founded, strenuously reviewed plan and potential for meeting all of the university's strategic planning goals.

**TOP TO BOTTOM:** The Charlotte Campus Academic Center; the campus' Student Dining Center; an architectural rendering of the campus' new Student Center scheduled to be complete in spring 2011







# Celebrating Cultural

BY LORENZA GALELLA

The group of international students formerly known as “the underground” has emerged as an empowered family, excited to explore all that America has to offer. Maggie Jordan, assistant director of student conduct, became “mom” five years ago to the Cultural Living-Learning Community — the first on the North Miami Campus — to provide cultural discovery and include those who feel on the fringe.

**“Our trips provide them the opportunity to experience something they wouldn’t otherwise ever know. It’s an eye-opening journey for all of us.”**

— MAGGIE JORDAN

Following the success of the Cultural Community, additional living-learning communities were developed to unite groups on campus, including the International Community. Many international students were living off campus so they joined with the on-campus cultural group.

Within four years, the International Community, also under Jordan’s care and that of Lou Kaminski, assistant director of residential life, has become a home away from home — far from home in many cases.

Jordan’s office soon became a comfort zone and the go-to spot for practicing speeches or to ask the meaning of a slang term.

Five students attended the first International Community meeting; today there are nearly 85 active members and 32 cultural community students. During monthly international meetings, students learn about different cities in the U.S. and take “mystery trips” a few times each month.

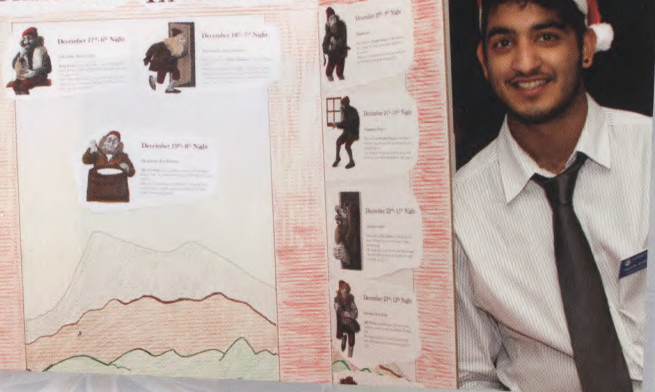
“Our trips provide them the opportunity to experience something they wouldn’t otherwise ever know. It’s an eye-opening journey for all of us,” Jordan says.

Prior trips include the opera, Broadway shows, a zoo, an air show and Universal Studios Halloween Horror Nights. In addition the group takes one big trip each year and has visited Washington, D.C.; Key West, Fla., and Williamsburg, Va. The students also take part in local activities to experience American food, such as “free scoop at Ben & Jerry’s” day and “free burrito at Chipotle” day.

“It’s great to see our culture through their eyes. It offers a fresh perspective on many things that we take for granted while also providing an outlet for all cultures to be united and understood,” says Kaminski.



## Christmas In Iceland



## Around the World

Participating in the cultural and international communities gives global students a look at American traditions and customs but also offers the chance to educate the campus on their cultural backgrounds.

# Diversity

World Celebrations was planned both as a way for the international students to share their holiday traditions and to give them a Christmas experience.

This year's fourth annual event has grown significantly, with participation from all living-learning communities as well as clubs, organizations and departments on campus. The main attraction remains the showcase of cultures and traditions from 20 countries, selected at random and represented by International Community students. Following a photo with Santa, Mrs. Claus and their elves, participants received a "passport" to travel to each country and learn about its culture. After the passport was stamped by each participating country, it was entered in a drawing for a number of exciting prizes.

Following the travel experience, specialty shops were available with activities such as cookie decorating and card making as well as donation booths for the less fortunate during the holiday season.

In conjunction with World Celebrations, a tree-lighting ceremony and parade introduced the campuswide event. Following the showcase, a talent show took place where all students came together to share what also makes them unique.

## International Flair: Student Perspective

The culmination of experiences within the cultural and international communities is a group of students who remain tied to one another. Current and former students praise their time in the community, and as the inaugural group of students graduates, alumni are invited back to participate in World Celebrations, dressed in their cultural attire.

### Rachel Misika '10 Management

A student from Namibia, Africa, Rachel Misika grew up with an appreciation for international experiences. Her father is employed by the United Nations and she's lived in Paris and Uganda in addition to her hometown. Inspired by her sister's excitement about the United States, Misika decided to expand her education.

"Johnson & Wales just drew me in. I decided it was where I wanted to be," she says.

Being so far from home was overwhelming, so she decided to join the International Community. "It's our family here. My parents have never been to America. I didn't have any friends here [until I joined the community] ... it was the perfect place for me," Misika reflects on her experience.

As a result of the strong impact of her International Community involvement, Misika decided to become a summer orientation leader to help other students become part of campus life.

"As much as we love home, this is our home for the next few years. Being in the International Community has been the best experience for me. It gives us the platform to teach people about our cultures and to learn all of the American culture norms. I'm going to miss it so much," says Misika.

"World Celebrations sums it all up for us," she adds. "We share in the International Community but this gives us the chance to show our culture to the entire campus."

Though she completed her studies in the fall 2010 term, Misika returned to campus to participate in World Celebrations.

### Ahmed Raza '12 Management

Born in Pakistan, Ahmed Raza grew up in Tanzania, Africa and decided to experience America during his college years.

When he joined the North Miami Campus, Raza describes himself as quiet and shy, a far cry from his current outgoing demeanor.

"Being part of the International Community has meant the world to me. The distance from my family was difficult, but the family I made in the community became my support system and helped me through it," Raza said.

Raza assisted Maggie Jordan with preparations for World Celebrations 2010 and enjoyed seeing great friends who returned for the event.

"It's fun to experience something new and when you have a good experience you want to do it again and again," Raza says of his International Community trips and World Celebrations experiences.

He and Misika hosted the African information board during the 2009 World Celebrations tour.

"I'm not afraid to practice my culture and religion here. After seeing great interest from other students during my [World Celebrations] presentation, I feel very comfortable teaching and learning about all of our cultures," Raza said.



Rachel Misika '10 from Namibia, Africa, and Ahmed Raza '12 from Tanzania, Africa, brought customs of their homelands to World Celebrations.





ABOVE: Staceyann Sinclair '01 welcomes new alumni at Commencement 2010 on the North Miami Campus.

## Making a Difference

"When I was a newly arrived Jamaican immigrant, I had many obstacles to overcome, including a language barrier," says **Staceyann Sinclair '01**, vice president of the JWU Alumni Council. Although no one in her family had a college degree and financing a university education seemed like an insurmountable challenge, Sinclair says, "I somehow always knew that I'd find a way to make it happen."

Have you ever been told that you couldn't do something? In 1914, when Misses Johnson and Wales started a business school with two students and a typewriter, they were told they couldn't. But with JWU's centennial approaching in 2014, it's clear that they could. Today many JWU students and alumni embody this same spirit of the school's determined founders — embracing challenges and overcoming obstacles to achieve their goals.

It was that self-determination that helped Sinclair secure the scholarship support necessary to attend the North Miami Campus. But even that wasn't enough.

She still needed to work part time to make ends meet. Despite her grueling schedule, Sinclair found the time to be active on campus, knowing it would sharpen her professional skills.

"I was definitely involved, first as a member and then President of Future Business Leaders of America (FBLA) and Delta Epsilon Chi (DECA). I was also a peer counselor and an admissions road runner, and graduated with a 3.8 GPA," she says. "Having to juggle so many tasks, network, speak publicly and lead teams were tremendous opportunities that led to my career success."

As admissions director for Rasmussen College, Sinclair is more cognizant than ever of the importance of scholarship aid. "Without aid and scholarships, I never would have been able to get through JWU. That's a huge reason why I give to the JWU Fund and, as I do better in life, I'll give more."

In September, Sinclair will become still more involved with JWU when she succeeds **Clay Snyder '93** as Alumni Council president.



## Holiday Reception Draws Raves and Record Crowd

The 2nd Annual Alumni Holiday Reception welcomed more than 400 alumni, staff, faculty and guests to the Providence Marriott in December 2010, more than double first-year attendance. The event was hosted once again by co-chairs **Eric Weiner '93** and **Eric Churchill '93**, who've been proven correct in their desire to revive the JWU tradition.



Food stations representing more than 20 alumni-owned or managed businesses were festively decorated and offered specialties and cuisines ranging from fresh raw seafood, salads and pastas to poultry, beef, ethnic specialties and fine pastries. A jazz combo provided lively background to conversation among old classmates, faculty and deans. JWU Players entertained with holiday songs.

"I'm not one to miss a good party," joked an absent Providence Campus President **Irving Schneider, Ph.D.**, via video. He spoke about the event's growth in just a year's time and the importance of the tradition going forward. The venue was moved from last year to accommodate the larger crowd and greater alumni representation.

"This is going to be an annual event," Schneider added. "I may have missed it this year, and even though this is my last year as president of the Providence Campus, I'll still be part of the Johnson & Wales family. I hope not to miss any future alumni events similar to this."

The event drew rave reviews as a feast of hospitality and a strong showcase for alumni talent.



**TOP, L-R:** Lahsen Bizragane '06 MBA, Alexis Avedesian and Ajay Vinoben '97, '01 MBA of India restaurant contributed to the evening offerings.

**BOTTOM, L-R:** Phoebe Zuromski, Walter Zuromski '76, Sherry Brice '74 and Mark Brice

## ALUMNI CHAPTERS

### Chapter Contacts — Northeast Region

#### Providence, R.I.

Jennifer Witt Oelbaum '96  
jenwitt@gmail.com

#### Hartford/Springfield, Conn.

Marion Spaulding '78  
Marionspaulding@comcast.net

#### Philadelphia, Pa.

Bryant McCombs '87  
Bmccombs87@alumni.jwu.edu

#### Boston, Mass.

Suzanne Markham '96, '98 MBA  
suziq3062@aol.com

#### New York, N.Y.

Victor Donnelly '06  
victordonnelly@gmail.com

### Chapter Contacts — Southern Region

#### Miami, Fla.

Eric Singleton '99  
eds1973@gmail.com

#### Tampa Bay, Fla.

Terrence Williams '89  
willit@nytimes.com

#### Bahamas

Jamilah Thompson '02  
jamy2101@yahoo.com

#### Orlando, Fla.

Tobias Cox '94  
tcox@omnihotels.com

#### Puerto Rico

Dihara Quiñones '01  
dihara1979@yahoo.com

### Chapter Contacts — Western Region

#### Dallas, Texas

Andy Coolidge '89  
acool@141.com

#### Denver, Colo.

Chelsey Whitfield-Crittendon '04  
chelseyJWUAlumni@yahoo.com

#### Las Vegas, Nev.

Bill Schake '90  
schakeing@cox.net

#### Los Angeles, Calif.

Anita Holsapple '96  
mushashi@aol.com

#### Phoenix

Paul Jonson '95  
prjonson@q.com

### Chapter Contacts — Southeastern Region

#### Atlanta, Ga.

Lori Goldblatt '95  
lorigoldblatt@comcast.net

#### Charleston, S.C.

Sara Guerry  
sguerry@jwu.edu

#### Charlotte, N.C.

Adam Dietrich '04  
cpbscharlotte@aol.com

#### Norfolk, Va.

Walter Ellerbe '04  
chef341@gmail.com

#### Washington, D.C.

Shenise Foster '05  
sheniseleigh@hotmail.com

**Online** > [alumni.jwu.edu](http://alumni.jwu.edu)





LEFT TO RIGHT: Professor Stephen Pyle, Steven Yanni '08, Joshua Gutierrez '07, Laura Montoya '10 and Stephanie Lehmann

## Denver Alumni Holiday Reception

More than 100 alumni, friends, faculty and staff gathered to celebrate the holidays at the annual alumni holiday reception in December 2010. The event was held at the Rialto Café in the beautiful 16th Street Marketplace in downtown Denver. Those attending got updates on the Denver Campus and upcoming chapter events and activities.



> LEFT TO RIGHT:  
Katty Lee '10,  
Carlos Espino '07,  
Scott Hartwick '07,  
Elaine Chen

## Los Angeles Alumni Reception

Los Angeles area alumni came out for their annual reception in November, 2010 hosted by the Los Angeles Chapter, at The Ritz-Carlton in Marina del Rey.



# 2011:events

## March

23 **Las Vegas Alumni Reception**, *Springs Preserve, Las Vegas, Nev.*

27 **Washington, D.C. Alumni Reception**, *Marriott Crystal City, Washington, D.C.*

28-29, 31 **Alumni Leaders Week**, *North Miami Campus*

28-30 **Alumni Leaders Week**, *Denver Campus*

## April

6 **Wildcat Wednesday**, *In conjunction with local alumni chapters*

16 **Providence Success Board Series Reception**, *Culinary Arts Museum at Johnson & Wales Unveristy, Providence, R.I.*

18 **Orlando Alumni Reception**, *Orlando, Fla.*

28-5/1 **JWU Minority Alumni Reunion**, *Providence Campus*

29-5/1 **3rd Annual Greek Alumni Reunion**, *Providence, R.I.*

30 **TA/Fellow Reunion**, *Providence Campus*

## May

4 **Wildcat Wednesday**, *In conjunction with local alumni chapters*

16 **Norfolk Alumni Reception**, *River Stone Chop House, Norfolk, Va.*

18 **Chicago Alumni Reception**, *Chicago, Ill.*

19 **Commencement, Graduate**, *Providence Campus*

20 **Student Awards Day**, *All Campuses*

21 **Commencement, Undergraduate**, *All Campuses*

## June

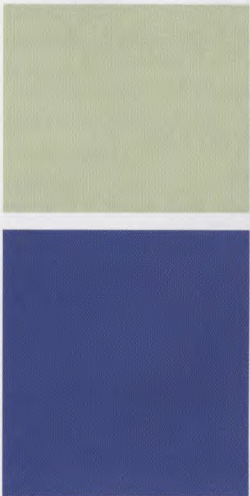
1 **Wildcat Wednesday**, *In conjunction with local alumni chapters*

21 **Boston Alumni Reception**, *Boston, Mass.*

23 **NYC Alumni Reception**, *New York, N.Y.*

For upcoming events or information, visit: [alumni.jwu.edu/events](http://alumni.jwu.edu/events)





## Charlotte Alumni Reception

Alumni, friends, faculty and staff were on hand for the Charlotte Chapter's annual alumni reception, in September 2010. Alumni had the opportunity to meet with their local chapter leaders as well as hear updates from Charlotte Campus President Art Gallagher and Alumni Council president, Clay Snyder '93.

**LEFT TO RIGHT:**  
Brittani Menina '09,  
Ashley Roseboro '09,  
Katherine Coiner-  
Collier '09, Brian Lynch  
'09, Stephen Toth '09  
and Jenifer Drury '09



## Bahamas Alumni Reception

Alumni braved the summer heat to get together for their first alumni reception, at the Sheraton Nassau Beach Resort in June 2010.

**LEFT TO RIGHT:**  
De'shenell Swann '03,  
Jamilah Thompson '02,  
Denise Ward '04,  
Seanette Brice '96,  
Keisha Bonimy '96



**LEFT TO RIGHT:**  
Josue Fuentes,  
Steven Hunt '09,  
Lacey Cameron '08,  
Ashley Nabbefeld '08

## Atlanta Alumni Reception

More than 60 alumni and friends visited at World of Coca-Cola in November 2010 for their annual alumni reception, hosted by the Atlanta Alumni Chapter.



**LEFT TO RIGHT (BACK):** Linda  
Stark Bartis '00, Tom Bartis;  
**(FRONT):** Stanley Shostak '97,  
Marion Spaulding '78, Stephen  
Deady '85, Todd Cascario '92,  
Darryl LeCours '92, '98 M.A.T.

## Hartford/Springfield Alumni Reception

The Hartford/Springfield Alumni Chapter hosted alumni and friends at their annual alumni reception in November 2010 at the Max Downtown restaurant in Hartford.





## 1975

### JAMES MURPHY PVD

Warwick, R.I.

James is cook and supervisor at Oakland Grove Health Care Center in Woonsocket.

## 1976

### PAUL CALORE PVD

Seekonk, Mass.

Paul is author of three books on the American Civil War: "Land Campaigns of the Civil War", "Naval Campaigns of the Civil War" and "The Causes of the Civil War — The Political, Cultural, Economic and Territorial Disputes between the North and South."

## 1978

### GARY JONES PVD

Windermere, Fla.

Gary is culinary dietary specialist at Walt Disney World in Lake Buena Vista.

### ROBERT ST. LAWRENCE PVD

Lexington, S.C.

Ovations Food Services designated Bob lead chef for the 2010 CMA After Party in Nashville, Tenn., where country music's elite feasted on delicacies.

### JOHN TURENNE PVD

Wallingford, Conn.

John's company, Sustainable Food Systems, worked with chef Jamie Oliver on the Emmy Award winning, "Jamie Oliver's Food Revolution." The company put recipes, menus and staff development into effect in all 28 Huntington, W.V. schools. John also worked with

White House chef, Sam Kass, on the national roll out of the First Lady's Chefs Move to Schools program.

## 1979

### DENNIS LABOSSIERE PVD

Lincoln, R.I.

Dennis is catering sales director for Cozy Catering in Providence.

## 1980

### DAVID ALENÍK PVD

Henderson, Nev.

Davd is co-owner and chef at Pasta Shop Ristorante in Las Vegas.

### JOAN GRANT PVD

Dedham, Mass.

Joan oversaw the German and American menu for Dedham's 4th annual Oktoberfest, on the grounds of the Endicott Estate in Dedham.

## 1981

### JOHNNY CARINO PVD

Corinth, Texas

Johnny is senior corporate chef for Sara Lee Foods. He travels the globe working with chain restaurant executive chefs to develop menu items and provide trend data.



Susanna Harwell-Tolini '81

### SUSANNA HARWELL-TOLINI PVD

Watertown, Mass.

Susanna is executive chef and face of the brand in the ad campaign featuring her recipes for *al fresco* chicken sausage.

## 1984

### CHRISTOPHER DENICOLA PVD

Austin, Texas

Chris is senior vice president of sales at Difusion Technologies Inc. in Austin.

### GARY VITALE PVD

Duluth, Ga.

Gary is president of Let's Eat Enterprises in Atlanta.

## 1985

### WAYNE GIBSON PVD

South Barre, Mass.

Wayne is owner and chef of The South Coast Local Diner in Mattapoisett, Mass.

### GREGORY GORGONE C.D.M. PVD

Charlotte, N.C.

Greg was promoted to director of food and nutrition at CMC Union in Monroe. He has been with Morrison Management Specialists, a division of Compass Group, for two years. He passed the Certified Dietary Manager exam in March of 2010. He is also a Certified Foodservice Protection Professional.

## 1986

### DONALD GODLESKI PVD

Carmel, Ind.

"Chef Ozzie" released an inaugural cookbook, "Sweet Revolution: Cooking Without Sugar" for Ideal™ sweetener in Indianapolis. He is a regular guest on Lifetime Television's morning show "The Balancing Act."

## 1987

### MARY BANDERECK PVD

Topsfield, Mass.

Mary and her husband, Chris, opened Topsfield Bakeshop in Topsfield.

### DAVID BEAUREGARD PVD

Lincoln, R.I.

David is owner of The Meat House in Newtown, Conn.

### MICHELE BROWN PVD

Wylie, Texas

Michele was named 2010 Pastry Chef of the Year by the Texas Chefs Association. She is professor of culinary arts at Collin College in Frisco.

### KIERAN FAHEY PVD

Port Jervis, N.Y.

Kieran is creator and owner of Culinary Wood Designs LLC in Port Jervis. (culinarywooddesigns.com)

### ROBERT SUMBER PVD

Durham, N.C.

Rob is chef at 604 West Morgan in Durham.

### SUSAN GRUBER PVD

Mount Joy, Pa.

Susan is SMS/Epic system support at Lancaster General Hospital in Lancaster.

### JAMES ZUBACK PVD

Grand Junction, Colo.

James is produce manager at Safeway in Grand Junction. He recently was employed at Publix Supermarkets as assistant produce manager.

## 1988

### FRANCIS ANDREWLEVICH CHS

Jupiter, Fla.

Fran is brewmaster at Brewzzi in Boca Raton, Fla.

## 1989

### CHERYL BOYD PVD

Snellville, Ga.

Cheryl is a representative at Gwinnett Medical Center in Lawrenceville.

### JAY COHEN PVD

Laurel, Md.

Jay is food service director at The Fountains at Washington House in Alexandria, Va. The Fountains is part of Watermark Retirement Communities based out of Tuscon, Ariz.

PVD PROVIDENCE	CHS CHARLESTON
NMI NORTH MIAMI	NOR NORFOLK
DEN DENVER	VAIL VAIL
CLT CHARLOTTE	INTERNATIONAL



**DEAN GRESS PVD**

Pittsburgh, Pa.

Dean is executive chef at The Renaissance Pittsburgh Hotel in Pittsburgh.

**WILLIAM IDELL PVD**

Providence, R.I.

William is a department chair and chef-instructor at Johnson & Wales University in Providence. He also offers tips and recipes for healthful eating, on the local NBC affiliate, WJAR, in Providence.

**DAVID MCINTYRE PVD**

Cortland, N.Y.

David is quality improvement and training coordinator at State University of New York (SUNY) Cortland auxiliary services in Cortland, N.Y. He was previously employed at University of Central Florida as food and beverage lab manager.

**MARIANNE PIZZITOLA PVD**

Sharpsburg, Ga.

Marianne is owner of Magnolia Manor Sweets. She bakes cakes, muffins, cookies, pies and breads all gluten and allergen free.  
(www.magnoliamanorsweets.com)

**DONALD STAMETS PVD**

Laguna Niguel, Calif.

Donald is resident manager at Pelican Hill Resort in Newport Beach, Calif. He oversees the 504-acre property's operations team.

**1990****LORRI LANGFORD PVD**

Oakland, R.I.

Lorri is a paralegal at Johnson & Wales University in Providence. She was previously employed at Gaebe & Kezirian as legal secretary.

**MICHELE OLIVIER '92 M.S. PVD**

Dallas, Texas

Michele is regional vice president of sales and marketing for Aimbridge Hospitality, a hotel and real estate management company in Dallas.

**KARRI PAICE PVD**

Phoenix, Ariz.

Karri is instructional designer at The Training Associates in Phoenix.

**ANNE BISSON M.S. PVD**

Fall River, Mass.

Anne is director of the Department of Human Services in Taunton.

**CLAUDE BOOKER M.S. PVD**

Northfield, Ohio

Claude is owner of Simply Southern Sides in Macedonia. He sells southern side dishes to military bases, colleges and universities, grocery stores and restaurant chains.

**SUZANNE VAN STAVEREN PVD**

Cedar Knolls, N.J.

Suzanne is an executive on the defined contribution team for Goldman Sachs Asset Management L.P.

**KEVIN WASSLER PVD**

Yorkville, Ill.

Kevin was promoted from business and culinary consultant to marketing manager at Sysco Foods in Chicago.

**1991****GREG GRISANTI CHS**

Batavia, Ohio

Greg is director of research and development at Frisch's Big Boy in Cincinnati. Frisch's is a regional family restaurant operating 120 units in three states.

**1992****MATRICIA LAWSON PVD**

Bloomfield, Conn.

Matricia is field supervisor for Hartford Public Schools in Hartford.

**1993****AJAH COBB PVD**

Acworth, Ga.

Ajah is ministry leader at Captivated By Freedom Ministries in Acworth.

**Houston Striggow '79****Restaurant Entrepreneur**

With a bachelor's degree from The School of Hospitality Business at Michigan State University, **Houston Striggow '79** sought career advice from one of his professors who recommended he attend culinary school. Houston headed for Johnson & Wales College of Culinary Arts.

After graduating Houston went on to work for a number

of restaurant groups, learning the ropes of restaurant franchising. Eventually, he realized that he didn't feel comfortable working in a corporate setting and struck out on his own as an entrepreneur. The corporate process of running a restaurant was much too slow and unwieldy for Houston's taste. Running an effective and successful restaurant requires much more direct control and quicker decision-making, according to Houston.

Clearly entrepreneurship was the right path. Houston has opened more than 30 restaurants in his career. His most recent venture, Susie Cakes Bakery, was started in 2006 and since then the company has seen growth with locations in Los Angeles, San Francisco, and Marin County in northern California, with more locations planned.

Online > [hstriggow@yahoo.com](mailto:hstriggow@yahoo.com)

**JONATHAN GARDNER NOR**

Lovettsville, Va.

Jonathan is vice president of regulatory affairs and international standards with The International Dairy Foods Association in Washington, D.C.

**MICHAEL JACOBS PVD**

Miami Beach, Fla.

Michael is breakfast and lunch chef for the NBA's Miami Heat when they practice and play in Miami.

**BRAD KELLY PVD**

Bethel Park, Pa.

Brad is executive chef at Catch 31 and Salacia, the two main dining properties at Hilton Virginia Beach Oceanfront in Virginia Beach.

**DARRYL LECOURS '98 M.A.T. PVD**

Lebanon, Conn.

Darryl is executive director of Westside Care Center LLC in Manchester.

**KAREN STUHLMAN PVD**

Surprise, Ariz.

Karen is business analyst at Chrysler Group LLC in Yucca.

**CHARLES THAIN NOR**

Eastville, Va.

Charles and wife, Shannon, are co-owners of The Eastville Inn Restaurant in Eastville.





**Patrick Meacham '94, '98 MBA**

**Liable for Success**

Pat Meacham '94, '98 MBA is senior vice president of Preston Insurance Alliance in East Greenwich, R.I., the fourth largest agency in the state according to the *Providence Business News*. Pat was originally introduced to the company 13 years ago through the university's leadership program.

The Alliance is an insurance company that provides custom coverage, working mostly with medium-sized companies. Because so many businesses now have an online or digital component, "cyber-liability" has become a priority for the insurance industry. As such, providing data privacy coverage for clients of the Alliance has become a top priority for Pat, as more and more businesses move to the Web.

He truly enjoys working in the insurance industry as it allows him to serve a variety of clients, with a variety of needs. The current surge in "cyber-liability" coverage is just such an opportunity. "Every day is a new challenge," Pat says.

**Online** > pmeacham@prestonagency.com

## 1994

**CARLOS FLORES-SANTIAGO PVD**  
*Winston Salem, N.C.*

Carlos is flight attendant with Republic Airlines. He also works as a Weight Watchers leader-receptionist when not flying.

**AMY GROSS CHS**  
*Austin, Texas*

Amy is owner of CopyRight Editing, an editorial consultation and proofreading company in Austin. She earned both a 2010 Apex Award and Magnum Opus Award for an article she penned for *Hearing Health Magazine*. (copyrightediting.com)

**LINDA LOPEZ VAIL**  
*Atoka, Tenn.*

Linda is executive chef at Hilton Memphis Hotel in Memphis. The Hilton Memphis is host of Restaurant Association Banquet 2011.

**EDWARD QUINTANA '96 MBA PVD**  
*Chester, N.Y.*

Edward is vice president of information technology at Kings' supermarkets and Balducci's Holdings LLC in Parsippany, N.J. He was previously director at PricewaterhouseCoopers.

**MAUREEN TERRANOVA PVD**  
*Jamestown, R.I.*

Maureen is vice president of information technology at St. Anne's Credit Union in Fall River, Mass.

## 1995

**EMILY BAUER PVD**  
*Longmont, Colo.*

Emily is owner of Blue Skies Massage & Wellness in Longmont.

**STACIE BENINTENDE WADDELL PVD**  
*Akron, N.Y.*

Stacie earned her Certified Fundraising Executive (CFRE) credentials. She is director of special events for the American Cancer Society in Amherst.

**STEVEN EISENSTEIN PVD**  
*Atlanta, Ga.*

Steven is owner of Classic Tents & Events in Atlanta.

**DAVID ENGLER PVD**  
*Athens, Ala.*

David is space camp educator at U.S. Space and Rocket Center in Huntsville.

**JOSE FIGUEROA-SEARY NOR**  
*Charlotte, N.C.*

Jose just finished shooting his audition DVD for the Food Network Channel for competition in shows "The Next Iron Chef," "Chopped," "The Next Food Network Star" and Bravo's "Top Chef."

**ROBERT GARGUAH PVD**  
*Atlanta, Ga.*

Robert is realtor at Trade Tower Realty LLC in Atlanta.

**JORGE ITURREGUI NMI**  
*Weston, Fla.*

Jorge is executive team leader for operations at Target Corp. in South Florida.

**THOMAS LEITNER PVD**  
*Piscataway, N.J.*

Tom is co-owner of a Smoothie King franchise in Piscataway.

**JOSHUA M. ORLANDO, C.C.E PVD**  
*South Pasadena, Calif.*

Joshua was promoted to registrar at Le Cordon Bleu College of Culinary Arts in Los Angeles.

**CYNTHIA SALVATO PVD**  
*Johnston, R.I.*

Cindy runs Savoring Federal Hill, a food tour behind the scenes of the culinary world on Atwells Avenue in Providence. (savoringrhodeisland.com)

**DANIEL STRASSHOFFER PVD**  
*South Boston, Mass.*

Dan was promoted to partner at accounting firm KPMG LLP in Boston.

## 1996

**JOHN MANDARINO NMI**  
*Rye, N.Y.*

John is executive chef at Pier Restaurant and Tiki Bar on the Waterfront in Rye.

## 1997

**KEVIN BAYER PVD**  
*Saratoga Spgs, N.Y.*

Kevin is general manager for Sodexo at the Emma Willard School in Troy. The school recently became the first Fair Trade High School in the nation. Fair Trade coffee, tea, sugar, jasmine rice and apples are served in dining halls and at all events, and chocolate and textiles sold in the bookstore.

**AIMEE BATTLE PVD**  
*Hopewell Junction, N.Y.*

Aimee was promoted to senior human resources generalist at St. Luke's Cornwall Hospital in Newburgh.

**MELISSA BROWN PVD**  
*Watertown, Mass.*

Melissa is accounts payable analyst at Dana Farber Cancer Institute in Brookline. Melissa was previously employed at Questex Media Group as accounts payable supervisor.

**CRAIG KORB PVD**  
*Point Pleasant, N.J.*

Craig is executive chef at Crab's Claw Inn in Lavallette.

**JOSEPH PACELLA PVD**  
*Seven Fields, Pa.*

Joseph was promoted to executive chef at Andora Restaurant in Sewickley.



# ALUMNI OVERSEAS

## 1994

### TI DTI TIDTICHUMRERNPORN M.S. PVD

Chiang Mai, Thailand

Tidti received a Ph.D. in business administration from Ramkhamhaeng University in November 2010.

## 2001

### TYANNE DAVIS PVD

Frederiksted, U.S. Virgin Islands

Tyanne was promoted to administrative assistant at Virgin Islands Water & Power Authority in St. Croix. She was previously clerk typist for seven years at the Authority.

## 2002

### PATRICIA FERGUSON DEN

Manuel Antonio, Costa Rica

Patricia is owner of Full Moon Creative Private Chef Services and Catering in Manuel Antonio. Patricia was employed at La Reserva de Manuel Antonio as executive chef.

### SHYRA SACKY PVD

Kingshill, Virgin Islands

Shyra was promoted from office manager to hotel manager at Green Flash Associates Inc.'s Frederiksted Hotel in Frederiksted.

## 2004

### SUSAN AINSLEIGH ED.D. PVD

Jeddah, Saudi Arabia

Susan started an undergraduate special education program at Dar Al Hekma College in Jeddah as well as the first service program providing behavioral education services for children with autism in Saudi Arabia.

## 2007

### AXEL KAMMERL PVD

Scheyern, Germany

Axel is chef de cuisine at the Forellenstube in Saxonia-Anhalt, Germany

### JACOB YOUNG DEN

Beijing, China

Jacob is assistant director of food and beverage at Shangri-La, Beijing in Beijing, China. Jacob recently was employed at The Ritz-Carlton, Cleveland, Ohio, as assistant director of food and beverage.

## 2008

### CHELSEA CATES PVD

Austin, Texas

Chelsea is a TEFL volunteer with the Peace Corps in Romania.

### SUN YOUNG KIM PVD

Gun-po si, Kyung-gi do, South Korea

Sun Young Kim was promoted to accountant at Schneider Electric Korea in Seoul.

### TIFFANY SAWYER PVD

Stowe, Vt.

Tiffany is executive chef of Stowe Mountain Lodge. She will lead the culinary team at Solstice Restaurant in Stowe.

### WILLIAM TWALER CHS

Hollywood, S.C.

William is kitchen manager at Zocalo, serving authentic Mexican street food in North Charleston. He is an American Culinary Federation certified executive chef.

## 1998

### GIOVANNI ARIAS NMI

Miramar, Fla.

Giovanni is executive chef at Canyon Ranch Resort in Miami.

### WINSTON GUERRERO PVD

Boston, Mass.

Winston is executive chef at Mosaic Latin American Bistro in Providence, R.I.

### VICTOR LUGO PVD

Dickson, Tenn.

Victor is co-owner of Lugo's Restaurant in Dickson.

### JEFFREY MCINNIS CHS

Miami Beach, Fla.

Jeff is chef at Gigi in North Miami.

### ANNETTE MILLER PVD

Atlanta, Ga.

Annette is sales manager at Starwood Hotels and Resorts in Atlanta.

## 1999

### DEREK ARCHAMBAULT PVD

Barre, Vt.

Derek was promoted to senior brand manager at Green Mountain Coffee Roasters Inc. in Waterbury.

### EVERTON CLARKE PVD

San José, Calif.

Everton was promoted to executive chef at Marriott International in San José.

### CARRIE DORAZIO PVD

Bethlehem, Pa.

Carrie is product manager for endobronchial ultrasound at Olympus America Inc., in Center Valley. She recently graduated from Lehigh University with an MBA and a concentration in project management.

### PARVATHI JENNIE ICARD PVD

Chicago, Ill.

Jennie is president of Rahop marketing services in Chicago.



Jeff Iovino '99

### JEFFREY IOVINO CHS

Pittsburgh, Pa.

Jeff is owner of Iovino's Café in Mt. Lebanon, Pa.

### MICHELLE LEWIS CHS

Charleston, S.C.

Michelle is area director of sales at Charlestowne Hotels in Charleston. She recently was employed at Hilton Hotels as sales manager.



Rebecca Lang '00

## 2000

### REBECCA LANG CHS

Athens, Ga.

Rebecca's third cookbook, "Quick-Fix Southern: Homemade Hospitality in 30 Minutes or Less" is being released in March 2011. Rebecca is also contributing editor for *Southern Living* and is featured in weekly cooking segments on the show "Daytime".



**FRANCINE MARZ C.E.C. CHS**

Phoenix, Ariz.

Francine was promoted to assistant academic director at The Art Institute of Phoenix in Phoenix.

**CHAMPE SPEIDEL PVD**

Warren, R.I.

Champe and wife, Lisa, are co-owners of Persimmon Provisions, an artisan butcher shop in Barrington.

**2001**

**JOHN PAUL KLINE PVD**

Delray Beach, Fla.

John Paul is owner of John Paul Custom Cuisine, working as a private chef in Delray Beach.

**RAY MCCUE PVD**

Cranston, R.I.

Ray won the Idea Prize for his California raisin focaccia with goat cheese and caramelized onions at the Annual America's Best Raisin Bread Contest hosted by the California Raisin Marketing Board.

**LEAH C. PETERSON PVD**

Atlanta, Ga.

Leah is vice president of client development at Response Mine Interactive (RMI) in Atlanta handling new business development, strategic planning and marketing for the agency.

**CHRISTY ZAWATSKI CHS**

Watertown, N.Y.

Christy was appointed to the Candlewood Suites General Manager Advisory Board. Candlewood Suites is part of InterContinental Hotels Group.

**2002**

**KAREEM ANGUIN NMI**

Lauderhill, Fla.

Kareem is executive chef for The Oceanaire Seafood Room in Miami.

**STAMATIS BOURNIAS PVD**

Cochran, Pa.

Stamatis opened Pastitsio, a Greek deli in Lawrenceville.

**KATERI CHRISTIE NOR**

Hagerstown, Md.

Kateri is multi-unit manager for Five Guys Burgers and Fries in Frederick.

**PATRICIA FERGUSON DEN**

Miami, Fla.

Patricia is owner of Full Moon Creative Private Chef Services and Catering in Manuel Antonio, Costa Rica. Patricia recently was employed at La Reserva de Manuel Antonio as executive chef.

**RYAN FORD PVD**

Coral Springs, Fla.

Ryan is owner-operator at Squeaky Clean Auto Detail in Margate.

**KATE PARKER PVD**

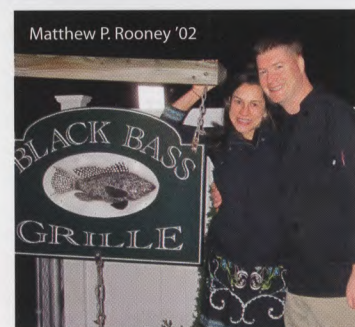
Clinton, Mass.

Kate is task force director with Waterford Hotel Group.

**WALLY PRETELT-KIESWETTER MBA PVD**

Miami, Fla.

Wally is recruitment specialist at The Seven Seas Group in the U.S., Colombia and Europe. The company hires employees for cruiseships all over the world.



**MATTHEW P. ROONEY PVD**

Rumford, R.I.

Matthew opened Black Bass Grille in May 2010 in Dartmouth, Mass.

**CHRISTOPHER SMITH PVD**

Uxbridge, Mass.

Christopher was promoted to research and development engineer III from engineer II at Hologic in Marlborough.

**HALEY SOSSIN DEN**

Denver, Colo.

Haley is executive director at Tri-Lakes Cares in Monument. He was employed at SaddleUp! Foundation as director of operations.

**2003**

**ABIGAIL BATTEN PVD**

Sandy Springs, Ga.

Abigail was promoted to director of sales, CRST Group and Catering, from general manager at Marriott in Atlanta.

**MILDRED BROOKS PVD**

Lawrenceville, Ga.

Mildred is senior implementation manager at Incomm in Atlanta.

**JONATHAN CERNY NOR**

Chesapeake, Va.

Jonathan completed the course for the Department of Criminal Justice System's Gang Specialist. It allows him to work with the gangs within the jail and to protect and help local police officers.

**ANDREW GRUEL DEN**

Los Angeles, Calif.

Andrew is manager of Seafood for the Future, a nonprofit seafood advisory and promotional program at Aquarium of the Pacific in Southern California.

**ANGELA KEELING PVD**

Tacoma, Wash.

Angela is a sergeant in the U.S. Army. She has been on active duty for seven years and garnered more than 13 commendations, medals and ribbons.

**KIMBERLY LITTLE '10 MBA PVD**

Herndon, Va.

Kim is marketing manager at Network Solutions in Herndon.

**ANNE PLOUFFE PVD**

North Kingstown, R.I.

Anne is a member of the Kent Washington Association of Realtors.

**CARLOS VALDEZ PVD**

Hawthorne, N.J.

Carlos, chef and owner of the Red Hen Bistro, was recognized by Cambridge Who's Who for demonstrating dedication, leadership and excellence in business management.

**CAROLYN WALKER PVD**

Sandy Springs, Ga.

Carolyn is revenue management analyst for Atlanta Metro Market of Starwood Hotels & Resorts Worldwide.

**2004**

**SARA BRENTON PVD**

Whitman, Mass.

Sara is owner of Sizzlin' CurveWear. Sizzlin' CurveWear provides wardrobe for the "Cinzi Lavin Show." Lavin chose a piece from the line to wear while performing at the White House in December 2010. (sizzlincurvewear.weebly.com)

**JOHN CABRERA PVD**

Hasbrouck Heights, N.J.

John is owner of the nearly century-old Mills Bakery in Wood-Ridge. John worked in the bakery as a teenager.

**TRAVIS FRENCH PVD**

Denver, Colo.

Travis is an instructor at Stir Cooking School in Denver.

**LAURA GREENSTEIN ED.D. PVD**

East Lyme, Conn.

Laura is author of "What Teachers Really Need to Know About Formative Assessment" published by the Association for Supervision and Curriculum Development.

**MOSES HERRERA DEN**

Houston, Texas

Moses is director of revenue management for La Torretta Lake Resort & Spa at Noble House Hotels & Resort in Houston. He was employed previously at Destination Hotels & Resorts as assistant area director of revenue optimization in Austin.



**STEVE LUSBY CHS***Charleston, S.C.*

Steve is executive chef at 82 Queen in Charleston.

**PHICHAYA PINYO MBA PVD***New York, N.Y.*

Phichaya is manager at Metis Group LLC in New York.

**KELLY POST PVD***Palatine Bridge, N.Y.*

Kelly is education and events manager for the New York State Hospitality and Tourism Association in Albany, N.Y.

**FREDERICK TIESS NOR***Matthews, N.C.*

Fred is a department chair and chef instructor at Johnson & Wales University in Charlotte. He also regularly contributes culinary advice to viewers of Time Warner Cable News 14 Carolina.

**JEFFREY TOBACK DEN***Denver, Colo.*

Jeffrey is culinary instructor at Lookout Mountain Academy in Golden.

**TERESSA VARELA DEN***Aurora, Colo.*

Teressa is director of sales and events at Cool River Steakhouse in Greenwood Village.

**ERICA YOUNG NMI***Sunnyside, N.Y.*

Erica is co-founder of MadisonPlus, a website for the fashionable plus women. The site includes an extensive shopping section of more than 200,000 products from 110 brands as well as fashion tips and editorials. (madisonplus.com)

**2005****CHRISTOPHER BIONDO '07 MBA PVD***West Hollywood, Calif.*

Christopher is director of revenue management for Cipriani's Mr. C Beverly Hills.

**RONALD CHADWICK PVD***Austin, Texas*

Ron is owner of Not Your Mama's Food Truck in East Austin.

**CHRISTOPHER DARLING PVD***Plainville, Mass.*

Christopher graduated from basic military training at Lackland Air Force Base in San Antonio, Texas.

**JASON DUDLEY CHS***Mableton, Ga.*

Jason is owner and chef of Joshua Bakery & Catering in Mableton.

**MICHELLE EDWARDS NMI***Miami, Fla.*

Michelle is convention services manager at The Boca Raton Resort and Yacht Club in Boca Raton.

**RANDI GROSSMAN PVD***Atlanta, Ga.*

Randi is technical consultant at Sprint in Atlanta.

**GREG MCCORMACK MBA PVD***Bridgewater, Mass.*

Greg is account executive at Champion Exposition Services. He is also a member of the International Association of Exhibitions and Events Southeastern Chapter (IAEE).

**MATTHEW MCCORMICK PVD***Miami, Fla.*

Matt is executive chef and partner at Seasons 52 in Coral Gables.

**SEAN MCGAUGHEY DEN***Denver, Colo.*

Sean was promoted to executive chef of Opus in Littleton.

**STACY MIRABELLO PVD***Saugus, Mass.*

Stacy is pastry chef at Bergamot Restaurant in Somerville.

**BRANDON PATTERSON PVD***Fayetteville, N.C.*

Brandon is chef at McDuff's Tea Room and Emporium in Fayetteville.

**Adam Dietrich '04****Serving Charlotte**

Adam Dietrich '04 never thought that his time working at the Marituana Grill in St. Petersburg, Fla., would set him on the path to success within the hospitality industry. It was while working there that he met a Johnson & Wales student on co-op who told him all



about JWU. Soon after, he decided that pursuing an education at the university's Charleston Campus would be his best option.

After graduating, Adam went to work for a number of different restaurant and hotel groups. In May 2009 he started his own company, Charlotte Premier Butler Services, in Charlotte, N.C., a temporary domestic staffing company that provides chefs, servers and attendants whose services are available for rental by the hour. Adam's upscale clientele of "Charlotte's elite" includes athletes, professionals and business executives.

Business has been good for Charlotte Premier. Adam is currently looking into expanding services to include party planning and moving into additional markets, including Atlanta, Ga., and Richmond, Va.

Online > cpbscharlotte@aol.com

**ARTHUR PIERCE PVD***Watertown, Mass.*

Arthur is chef manager at Compass Group USA - Eurest Services in Boston. Arthur recently was employed at Sage Dining Services as assistant food service manager.

**BRYAN T. ROSE CHS***Marietta, Ga.*

Bryan is general manager and operator of Pittypat's Porch in Atlanta.

**MARINA SALEK CLT***Jacksonville, N.C.*

Marina is food production manager II at Sodexo in Camp Lejeune, N.C. Her team was awarded the Spirit of Sodexo, Team Spirit Award for its work planning, hosting and executing the quarterly culinary competitions.

**TRACI TUKA DEN***Denver, Colo.*

Traci is grill chef at Olive Garden in Lakewood.

**2006****JENNIFER BRANNING CLT***Pearl, Miss.*

Jennifer is food service director at Valley Inc. in Sak's Fifth Avenue Service Center in Jackson. Jennifer recently was employed at Newk's Express Café as manager.

**BENJAMIN BRIGHT PVD***Hackensack, N.J.*

Benjamin was promoted to buyer of baby boy apparel, from associate buyer of commodities at Toys R Us in Wayne.





**Aditya 'Adi' Dhandhanian '10**

#### **GTECH Job Jackpot**

This young man from India had his college choices narrowed down: MIT in Massachusetts and Australian National University, both far from home. Then he learned about JWU and changed his mind; he was going to Rhode Island.

Aditya "Adi" Dhandhanian '10 arrived in Providence in 2007, completing his B.S. in electronic engineering with a robotics concentration in a little over three years. "I was a little late applying to colleges in the U.S.," he remembers. "JWU had rolling admissions so I didn't have to wait a year. Plus they had the robotics option which many schools don't have."

Once here, Dhandhanian accelerated his classes to begin doing internships. A senior year placement at GTECH, one of the world's leading gaming technology and services companies, changed his life. Knowing he would soon graduate, GTECH created a position for him as firmwear engineer. "Going to bigger schools because of the name can be a mistake," he says. "At JWU, I had smaller classes and got to know the faculty, which gave me more opportunities to learn. In some colleges the professors don't know your name; people don't understand the advantage of a smaller school."

"Adi saw and took advantage of the opportunities offered by JWU," says School of Technology dean, Frank Tweedie '95, '98 M.S. "Students like Adi with high expectations and a solid academic background help put us on the map. It shows we have top-notch programs attracting top-notch students. The chance to have multiple internships and gain experience in the workforce certainly worked out for Adi."

#### **KIMBERLY BROWN NMI**

*Rockledge, Fla.*

Kimberly is data architect manager assistant at SeaView Research in Miami. She was employed previously at Permasteelisa North America as human resource assistant.

#### **JENNIFER DUMAIS PVD**

*Lowell, Mass.*

Jennifer is owner of Sugar Coated Bakery in Dracut.

#### **ANTONIO FERRARI NMI**

*San Francisco, Calif.*

Antonio is executive sous chef at Clift Hotel (Morgans Hotel Group) in San Francisco.

#### **RAYMOND GUILLETTE ED.D. PVD**

*Buzzards Bay, Mass.*

Raymond is dean of doctoral program admissions at The National Graduate School of Quality Management in Falmouth. He was employed at Bridgewater State University as assistant dean.

#### **DONTRELL HAM CLT**

*Duluth, Ga.*

Dontrell is executive chef of HiLife kitchen and cocktails. He recently developed a new menu for the restaurant.

#### **STEWART LYON CLT**

*Asheville, N.C.*

Stewart is in charge of menu execution at Boca restaurant in Asheville.

#### **JENNIFER WELPER PVD**

*Hilton Head, S.C.*

Jen is executive chef of Hilton Head Health in Hilton Head.

### **2007**

#### **AZAHAR AGUILAR DEN**

*Denver, Colo.*

Azahar is legal assistant at Calvert Law Firm in Greenwood Village.

#### **ANTHONY ALEXANDER PVD**

*Malden, Mass.*

Anthony was promoted to client service supervisor, fund accounting from senior client account manager at Brown Brothers Harriman in Boston.

#### **JOSEPH CRAIG PVD**

*Williamstown, N.J.*

Joe is chef and owner of Famiglia Joes in Somers Point.

#### **CASSANDRA DOW PVD**

*Lawrence, Mass.*

Cassandra Dow was promoted to New York regional sales manager from Boston-area sales manager at Function Drinks.

#### **NICHOLAS FILOSA PVD**

*Escondido, Calif.*

Nick is executive casino host at Harrah's Entertainment Inc. in Valley Center.

#### **CHRISTOPHER GARVEY NMI**

*Ft. Lauderdale, Fla.*

Chris is private chef on the motor yacht *Indiscretion* based in Aventura.

#### **JONATHAN GRAND DEN**

*Castle Rock, Colo.*

Jonathan is general manager at Darden Restaurant Inc. in Orlando.

#### **HOLLY HAAKENSON DEN**

*Denver, Colo.*

Holly is owner of Holly Haakenson Events and Design in Denver.

#### **MICHAEL HARRIS PVD**

*Lowell, Mass.*

Michael graduated from basic military training at Lackland Air Force Base in San Antonio, Texas.

#### **OMEGA LATTA NMI**

*Hollywood, Fla.*

Omega is accounting manager at Residence Inn by Marriott in Pompano Beach. She was previously at Fairmont Turnberry Isle as income auditor.

#### **JIN BING LIN NMI**

*Naugatuck, Conn.*

Jin is owner and chef at Tomo 68 in Naugatuck.

#### **JESSE MACDONALD DEN**

*Denver, Colo.*

Jesse is account manager at Electronic Legal in Denver.

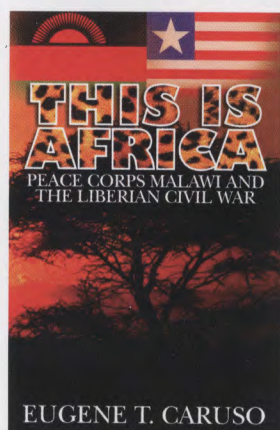


## Books by University Authors



As stimulating and companionable as its subject, **"Culinary Tea,"** by **Cynthia Gold '93** and **Lisé Stern**, published by Running Press Books, explores the origins of the ancient plant from cultivation to harvest, in a lush volume. A tea sommelier at The Boston Park Plaza Hotel (see pg. 24), Gold goes beyond tea and food pairings with an extensive collection of innovative recipes for brines, appetizers, main courses and desserts using the subtle flavors of exotic teas to add a new dynamic to cooking.

Online > [culinaryteabook.com](http://culinaryteabook.com)



**"This Is Africa: Peace Corps Malawi and the Liberian Civil War,"** by **Eugene T. Caruso '05** published by CreateSpace™, is an account of the Boston native's experiences, and unfolding events during his time in those nations in

the 1990s. Caruso's love affair with the countries and their people is conveyed through photographs and reflections told with an appreciation for the life-altering circumstances and situations he encountered. Readers are left with an engaging portrait of culture, language and day-to-day

life with all of the challenges presented by the evolving diaspora that is Africa.

**Paul Calore '76** has written a series of works on the American Civil War. Retiring as operations branch chief in the Defense Logistics Agency of the Department of Defense after 33 years of service to the federal government, the Civil War enthusiast brings insight and clarity to a pivotal chapter in the nation's history.

**"Land Campaigns of the Civil War,"**

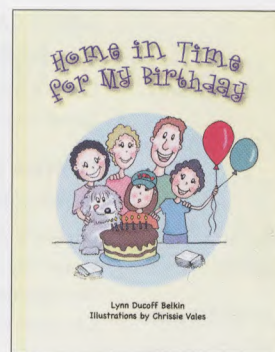
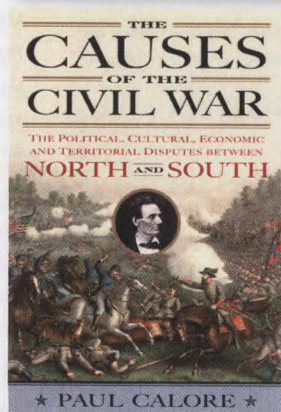
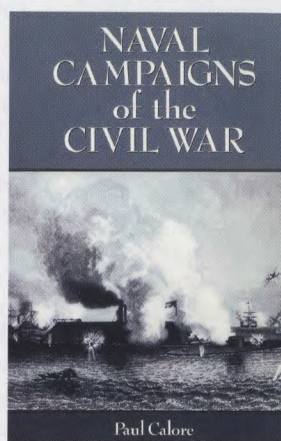
Calore's first work, is now out of print. His

2001 follow-up, **"Naval Campaigns of the Civil War,"** provides readers with an

understanding of early maritime problems confronting both North and South in their efforts to control Southern waterways. Maps and a glossary of nearly 100 Civil War naval terms inform and guide.

**"The Causes of the Civil War — The Political, Cultural, Economic and Territorial Disputes Between the North and South"** examines the underlying source of the antagonistic climate and its sectionalism. Calore illustrates the ways in which issues of the times influenced relations between opposing factions. Maps, photographs and chronology aid the study. Both are published by McFarland & Company Inc.

Online > [paulcalore@comcast.net](mailto:paulcalore@comcast.net)  
[civilwarhistorybook.com](http://civilwarhistorybook.com)



**Lynn Ducoff Belkin '05 MBA**

was diagnosed with a brain tumor when she was six. Now grown, healthy and a certified child life specialist, she has

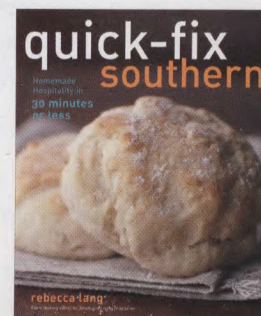
penned **"Home in Time for My Birthday"** as an encouraging guide for young cancer patients, parents and siblings. Written with a child's-eye view, her story walks from diagnosis through hospital stay, surgery and recovery to celebratory return to good health. Belkin gives her reader a simple reassurance that parts of "normal" life can still exist among days of treatment. A glossary explains intimidating medical terms in easily understandable language.

Online > [homeformybirthday.com](http://homeformybirthday.com)

In **Quick-Fix Southern: Homemade Hospitality in 30 Minutes or Less** (Andrews McMeel Publishing) **Rebecca Lang '00** offers

115 recipes for mouthwatering meals that defy the notion that Southern cooking is time-consuming. Grouped into 10 themes, entries go from Tailgates and Gatherings and Busy Weeknight Suppers, to Girls' Night In and Sipping on the Screened Porch. In addition to being quick without sacrificing flavor, each recipe is inviting, simple to make and user friendly — even for novice chefs. A popular cooking instructor, Lang sprinkles in cooking tips and tidbits of Southern history for added spice.

Online > [rebeccalangcooks.com](http://rebeccalangcooks.com)



*JWU alumni, faculty or staff with recently published books are encouraged to contact us.*

Online > [jwumagazine@jwu.edu](mailto:jwumagazine@jwu.edu)



**DENARD MORRIS PVD**

Atlanta, Ga.

Denard is manager at Levy Restaurants in Atlanta.

**GINA MUSSO DEN**

Thornton, Colo.

Gina is transaction manager at Pinnacle Real Estate Advisors in Denver.

**ELIZABETH NEILIO PVD**

Washington, D.C.

Elizabeth was promoted to director of restaurants at Bethesda Country Club in Bethesda. She is responsible for daily operations of two full service restaurants, Pub, Café and two outdoor food service locations.

**MATTHEW PURDY DEN**

Windsor, Colo.

Matt is tour consultant at EF Educational Tours in Denver.

**MICHAEL ROSS DEN**

Denver, Colo.

Michael's food blog, "The Denver Dish," ranked fifth in Denver blogs by "Urbanspoon," recently became a Zagat featured blog and was recognized by "The Guide to Culinary Schools" as a Top 100 food and dining website. (thedenverdishblog.com)

**LAURA YEITZ PVD**

Portland, Maine

Laura is banquet chef at The Woodlands Club, a private golf club in Falmouth.

**2008**

**TANESHA BAKER PVD**

Lithonia, Ga.

Tanesha is chef at Peachtree Road Lutheran Preschool in Atlanta.

**LIANE BOUCHER PVD**

Manville, R.I.

Liane is director of sales and marketing at Alpine Country Club in Cranston. She was featured in "Special Events: A New Generation and the Next Frontier," a textbook for special events classes worldwide written by Joe Goldblatt, Ed.D., CSEP.

**LACEY CAMERON CLT**

Riverdale, Ga.

Lacey is account representative at Sprint in Atlanta.

**LUVENA CAMPBELL CLT**

Memphis, Tenn.

Luvena is sous chef of Methodist University Hospital for Morrison Management Specialists, part of Compass Group America.

**KELLEY FISHER CLT**

Charlotte, N.C.

Kelley was promoted to large event coordinator at Polka Dot Bake Shop in Charlotte.

**JOSHUA GEORGE DEN**

Denver, Colo.

Joshua is financial analyst at Arrow in Denver.

**NAUMAAN HAMID PVD**

Windsor Mill, Md.

Naumaan is owner of Krazi Kebob in College Park. He will open a second restaurant in Towson, Md. (krazikebob.com)

**DEBRA JAMES DEN**

Sterling, Colo.

Debra is business teacher and Future Business Leaders of America (FBLA) adviser at Sterling High School in Sterling.

**JENNIFER KINTNER DEN**

Montrose, Colo.

Jennifer is professional research assistant at JFK Partners in Denver.

**BRYCE LEVAR DEN**

Denver, Colo.

Bryce is assistant show manager at KJ Expositions in Denver.

**LELAND MACK NMI**

Brooklyn, N.Y.

Leland is CEO and co-founder of Quality Demand Entertainment Media Group.

**KYLE RICHARDSON CLT**

Raleigh, N.C.

Kyle is director of social media for the North Carolina National Guard in Raleigh.

**EMILIO RODRIGUEZ PVD**

Woodbridge, Va.

Emilio is chief operating officer at Angels of Hope Mental Health Center in Woodbridge, Va.

**MATHEW TILMAN CLT**

Charlotte, N.C.

Mathew was promoted to sous chef at Myers Park Country Club in Charlotte.

**STACEY WELCH-ANDRADE NMI**

Jensen Beach, Fla.

Stacey is sous chef at Willoughby Golf Club in Stuart.

**TAYLOR WILSON DEN**

El Paso, Texas

Taylor is area sales manager at Max Surgical in Phoenix, Ariz.

**2009**

**CHRISTOPHER ALEXIS PVD**

Mount Kisco, N.Y.

Christopher is rooms division manager at The Waldorf=Astoria in New York.

**MICHELLE BLOEMKER DEN**

Brush, Colo.

Michelle is manager at Willow Coffee, Tea & Smoothies in Brush.

**MICHELLE BRYAN CLT**

Topeka, Kan.

Michelle was promoted to chef and assistant manager at The Break Room and Field of Greens in Topeka.

**JESSICA CARTWRIGHT PVD**

Taunton, Mass.

Jessica is food safety specialist for Dunkin' Donuts/Baskin Robbins corporate offices.

**JEREMY DAVIS NMI**

Miami, Fla.

Jeremy was promoted to manager at P.F. Chang's China Bistro in Miami.

**CHRISTINA KAEGI PVD**

Branchville, N.J.

Christina completed U.S. Navy basic training at Recruit Training Command in Great Lakes, Ill.

**STEPHANIE KEARSLEY PVD**

Plainville, Mass.

Stephanie is assistant banquet manager at Le Meridien Hotel Cambridge in Cambridge. She was employed previously at Doubletree Hotel Milford as catering coordinator.

**JASON LAGUE MBA PVD**

Coventry, R.I.

Jason is president and CEO of S.A.S Marketing LLC in East Greenwich.

**EVAN LEMOINE MBA PVD**

Woonsocket, R.I.

Evan is experienced assurance associate at PricewaterhouseCoopers in Hartford, Conn.

**RYAN MARTIN CLT**

Knoxville, Tenn.

Ryan is chef de cuisine at Brookhaven Retreat LLC in Knoxville.

**KATHLEEN M. MELLOR ED.D. PVD**

South Kingstown, R.I.

Kathleen is ESL coordinator and teacher for the North Kingstown School Department in North Kingstown.

**BARBARA C. MORSE ED.D. PVD**

North Kingstown, R.I.

Barbara is chair of the mathematics department for the North Kingstown School Department in North Kingstown.

**CRAIG NARDI MBA PVD**

Cumberland, R.I.

Craig is mortgage sales manager at Bank Rhode Island in Providence.

**MICHAEL NEUBAUER PVD**

Bedford, N.Y.

Michael is cook at Tarry Lodge in Portchester.

**BV NGUYEN CLT**

Edgartown, Mass.

BV is sous chef at XIX Restaurant at the Hyatt Bellevue in Philadelphia, Pa. He was previously employed at The Boathouse in Edgartown, Mass., as chef de cuisine.



**JUSTIN SUTHERLAND PVD***Westerly, R.I.*

Justin is assistant winemaker at Jonathan Edwards Winery in North Stonington, Conn.

**CHARLES WANJUE MBA PVD***Washington, D.C.*

Charles is program officer at the U.S. Agency for International Development in Washington.

**2010****CHRISTIAN BROWN PVD***Greenville, N.C.*

Christian is co-owner and chef at Downtown Diner in Greenville.

**JOSHUA CUNNINGHAM CLT***Mount Holly, N.C.*

Joshua is a member of Americorps (National Civilian Community Corps), a government program for young people ages 18 to 24 completing service projects with nonprofits all over the country.

**BENJAMIN GARCIA DEN***Seattle, Wash.*

Benjamin is owner of Memento & Co. in Denver, Colo.

**CHAD GOLDMAN PVD***Bloomfield, N.J.*

Chad is a guest service agent for IGH Hotels and Resorts at the InterContinental Barclay Hotel in New York, N.Y.

**IAN HARWICK DEN***Denver, Colo.*

Ian is owner of Big Fish Careers in Denver.

**KATIE HERRON DEN***Denver, Colo.*

Katie was promoted to regional administrative assistant at Waddell & Reed in Denver.

**AMY HOSKINS PVD***Waterford, Conn.*

Amy is food service location manager at ARAMARK in New London.

**JOHN KELLEY III PVD***Laurel, Md.*

John is front office manager at The Westin BWI in Linthicum.

**KELI LETERSKY PVD***Kingston, N.Y.*

Keli is assistant pastry chef at Pain D'Avignon in Hyannis, Mass.

**COREY MCKEON PVD***Laconia, N.H.*

Corey is admissions coordinator in the Office of Admissions at Georgetown Law in Washington, D.C. He currently attends graduate school at Georgetown University.

**CRYSTAL MILLER DEN***Denver, Colo.*

Crystal is office manager at American Family Insurance in Denver.

**AMANDA MONTGOMERY CLT***Honolulu, Hawaii*

Amanda is coordinator for the Blue Start Card Program with the U.S. Department of the Army at Schofield Barracks in Hawaii. She plans events for deployed soldiers' families.

**LAURA MONTOYA DEN***Fort Lupton, Colo.*

Laura is audit associate at Eide Bailly LLP in Denver.

**SAMANTHA MOORE CLT***Charlotte, N.C.*

Samantha is assistant pastry chef at Market Salamander in Middleburg, Va.

**HEATHER MORSE PVD***Vernon, Conn.*

Heather is sales and event coordinator at Avon Old Farms Inn in Avon. She previously worked at Downtown Providence Marriott in Rhode Island as banquet server.

**SAM PARRY CLT***Richmond, Va.*

Sam is front desk manager at Omni Hotels & Resorts in Richmond.

## In Memoriam

**WAYNE C. BUTTS '72***Dec. 19, 2010***WILLIAM MORISSETTE JR. '76***Dec. 14, 2010***MARK R. DOYON '82***Oct. 29, 2010***JOSEPH P. RICHARD JR. '83***Nov. 10, 2009***DONNA M. JAKSON '85***Oct. 20, 2009***ANTHONY C. GUGLIELMO '87***Nov. 24, 2010***ROBERT W. STRIESSE '88***Nov. 23, 2010***HAYDEN F. ESTRADA IV '89***Oct. 12, 2010***DAVID D. SULLIVAN JR. '96***Nov. 8, 2010***THOMAS R. TRIMM '97***March 23, 2010***RUSSELL N. BUGBEE '99***Oct. 21, 2010***KEVIN LEAR '02***Oct. 11, 2010***GEORGE W. ALDRICH '07***Nov. 27, 2010***ARIE DEZANGER '07***Sept. 9, 2010***AMANDA M. GEORGE '08***Nov. 17, 2010***DANE P. CADIGAN '09***Nov. 21, 2010***SETH D. COBAUGH '09***Nov. 26, 2010*

### Faculty and Staff

**ROBERT BROWN JR.***Oct. 29, 2010***VINCENT L. DOYLE***Oct. 14, 2010***ADRIEN D. HEBERT***Dec. 11, 2010***ALEXANDER TURCHETTA***Feb. 11, 2011***J. NORMAND L. VAILLANCOURT***Jan. 7, 2011***AMBER PLECHA NMI***Cooper City, Fla.*

Amber is personal chef and house manager at Barton G. in Miami Beach.

**MACY PINKUSSOHN DEN***Arvada, Colo.*

Macy is executive meeting specialist at The Westin Westminster in Westminster.

**AUDREY QUETEL CLT***Charlotte, N.C.*

Audrey is director of business development at Environmental Service System LLC in Charlotte.

**LOGAN TAYLOR DEN***Carbondale, Colo.*

Logan received the Bright Star award from Hotel Teatro in Denver for new employee showing the most promise.

**STEPHEN VALLIERE CLT***Charlotte, N.C.*

Stephen is corporate sales manager for the Renaissance Asheville Hotel in Asheville.

**MICHAEL WAXELMAN DEN***Arvada, Colo.*

Michael is cook at the Westin Westminster in Westminster.



1984

**LISA MACKINNON**  
and Paul Boyd  
Oct. 23, 2010, PVD

1989

**DONNA JAMES**  
and Dana Fuller  
Sept. 4, 2010, PVD

1990

**LORI BRENNAN**  
and Peter Rossi  
July 18, 2010, PVD

1991

**BRIAN PETER**  
and Lisa Peter  
Oct 11, 2008, PVD

1995

**BONNIE PINKHAM**  
and Christopher Wormwood  
Aug. 21, 2010, PVD

1996

**JEFFERSON "JAY" LEWIS**  
and Trisha Fanning  
Aug. 29, 2009, PVD

1997

**ANGELICA PETTERSSON**  
and Christer Molander  
Aug. 14, 2010, PVD

1998

**ERIN LONGWORTH**  
and George Foss  
June 20, 2009, PVD

**SCOTT ZAKOS**  
and Christina McGurrin  
July 3, 2010, PVD

1999

**CARRIE DORAZIO**  
and Shane Gross  
Aug. 22, 2009, PVD

**HEATHER SKRUTSKI**  
and Herman Melo Jr.  
July 3, 2010, PVD

2001

**TIFFANY ARMSTRONG**  
and Brian Gorman  
May 14, 2010, PVD

2003

**JENNIFER ADAMSON**  
and Marc English  
Oct. 25, 2010, DEN

**STEVEN BARKOWSKI**  
and Jackie Barkowski  
Nov. 6, 2010, PVD

**MICHAEL BOSCO**  
and Erin Bosco  
Oct. 10, 2010, PVD

2005

**SUSAN SZERENYI MBA**  
and Jonathan Mahaffee  
July 31, 2010, PVD

**RANDOLPH PIEBES**  
and Morgan Bina  
July 17, 2010, PVD

2006

**SARAH HOLMES**  
and Corey Lewis  
Sept. 4, 2010, PVD

**JULIE MAGNELLI**  
and Nicholas King  
July 2010, CHL

**KIMBERLY KUBAT**  
and Nickolas Mayben  
May 29, 2010, PVD

**JESSICA REILLY**  
and Andrew Lefebvre  
April 19, 2008, PVD

**ASHLEY MASSEY**  
and William Song  
Sept. 18, 2010, DEN

**LISA SWIST**  
and Benjamin Leonard  
Young  
July 24, 2010, PVD

2007

**LABRANDA JOHNSON**  
and Jason Maners  
Jan. 2, 2010, CLT

2008

**CLAUDIA MARTINS  
ANDRADE MBA**  
and James Scotti  
July 25, 2009, PVD

**MEGAN MENDES**  
and Alan Ferreira  
June 13, 2010, PVD

2009

**DALE CREMONE**  
and Jennifer Cremone  
June 4, 2010, PVD

**JEREMY DAVIS**  
and Grisell Gutierrez  
July 3, 2010, NMI

**JESSICA HOSE**  
and Thomas Witt  
Aug. 15, 2010, CLT

**RYAN MARTIN**  
and Erin Terrell  
June 5, 2010, CLT

**JOSH OGRODOWSKI**  
and **MEGAN ASSELIN '10**  
Aug. 14, 2010, PVD

2010

**AMORETTE HINELY**  
and Charles Reid  
Oct. 9, 2010, PVD



▲ Ashley Massey and William Song



▼ Jessica Reilly and Andrew Lefebvre



▲ Christina McGurrin and Scott Zakos



▼ Michael and Erin Bosco

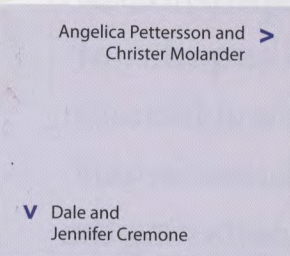


# births and adoptions



< Claudia Martins Andrade  
and James Scotti

✓ Josh Ogrodowski and  
Megan Asselin

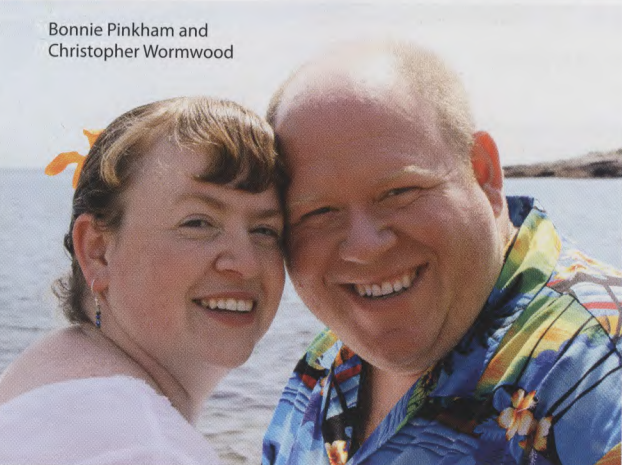


Angelica Pettersson and  
Christer Molander >

✓ Dale and  
Jennifer Cremone



Bonnie Pinkham and  
Christopher Wormwood



1991

**MATTHEW COLSON**  
and Elizabeth Bird, PVD  
Avery Elizabeth

**KEVIN WASSLER**  
and Carrie Wassler, PVD  
Jack Kevin

1996

**DANA SHEFSKY**  
and Sanford Shefsky, PVD  
Anderson Jacob

1998

**ALYSA JOHNSON**  
and Alex MacClellan, PVD  
Olivia Grey

**ERIN LONGWORTH FOSS**  
and George Foss, PVD  
Phillip A. and G. Colton

**NOAH NEIS**  
and Catherine Neis, PVD  
Penelope Jane

**MARGARET WASHINGTON,**  
PVD  
Marisa Raven-Collise Davis.

2000

**MICHAEL ADLER**  
and **ABBEY BODOFF-ADLER,**  
PVD  
Jacob Emanuel

**PEGGY ROBINSON,** PVD  
James

2001

**JACK ASPINALL**  
and Rebecca Aspinall, PVD  
Nathaniel John Michael

**ANDREW DZEJAK** and  
**STEPHANIE DZEJAK '02,** CHS  
Aurora Linn

**MICHELLE HUGGINS**  
and Joel Huggins, PVD  
Quinton Michael

2002

**ELENA BROOKS**  
and Chris Brooks, PVD  
Celia Caroline

2003

**ELIZABETH LUSK YOHM**  
and Christopher Yohman, CHS  
Evan Cravens

**LISA NOVELLI MBA**  
and Chris Novelli, PVD  
Samantha Christina

2004

**MIA JOHNSON**  
and Dennis Johnson, PVD  
Skylar Gabrielle

2005

**CHRISTOPHER**  
and **CRYSTALYN (SUTO)**  
**SCOTT,** CHS  
Mark Robert

2006

**MAUREEN DELUCA**  
and David DeLuca, PVD  
David Robert

**HEIDI MELENDEZ '08 MBA**  
and **JAVIER MELENDEZ '08,**  
**PVD**  
Isabella Lucia

**ANTHONY PRICE**  
and Noelle Price, DEN  
Zachary Ryan

2007

**DAVID MICHAN**  
and Naava Michan, DEN  
Aluma Hannah

2010

**DANYELLE VANEIKEN**  
and Kris Wentzell, PVD  
Kali Mae

## SUBMISSIONS

If there's news in your life to share with fellow alumni, please send us photos and announcements about recent weddings, unions and additions to your family.

### Submitting Images

To submit images from your event, please provide high resolution digital files (min. 300 dpi, 5 x 7 inches) or actual photographs.





# Driving Career Success

**Gifts to the JWU Fund** enhance all aspects of the student experience. By continually improving the quality of our academic programs and increasing the number of opportunities for our students, we're also strengthening the university's reputation.

## GIVING OPTIONS

### Inside the classroom

**Scholarships:** More than 90 percent of our students need financial aid and most work part time.

**Faculty Development:** We recruit and develop industry-experienced faculty members who are passionate and dedicated.

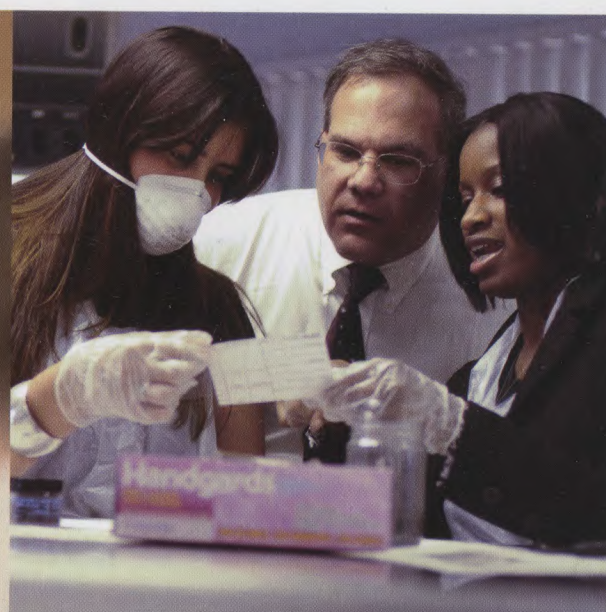
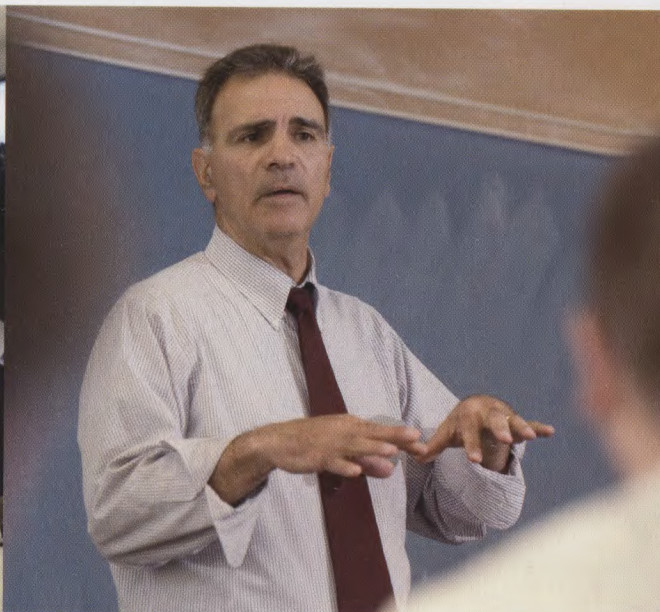
**Term and Study Abroad:** Our 31 programs expand students' horizons, including term abroad, internships and competitions in other countries.

**Emergency Fund:** This fund helps students who encounter short-term financial hardships and face the possibility of having to leave JWU.

Give a gift online:

[alumni.jwu.edu/jwufund](http://alumni.jwu.edu/jwufund) 888-JWU-ALUM





**You are an example** of the power of our educational model. Share your success by supporting the next generation of JWU alumni, and help us continue to make JWU the international leader in career education for generations to come.

**Gifts of all sizes**, from a network of more than 83,000 JWU alumni, add up to make a difference. You can designate your gift to a specific campus, activity or academic program — in support of initiatives inside or outside the classroom.

#### **Outside the classroom**

**Clubs and Organizations:** Students explore personal interests, practice leadership and build connections through such organizations as Greek Life and NSOs.

**Community Service:** Students gain leadership opportunities and learn civic responsibility through our service learning programs.

**Athletics:** Student-athletes learn invaluable lessons about self-discipline and leadership as well as competition and teamwork.

**Health Services, Counseling and Wellness:** Physical and emotional health are essential to academic success.

**Green Initiatives:** Each year, we move in more sustainable ways to live and teach in a manner that respects and preserves the environment.

# JWU FUND



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One-hundred percent of all gifts to the JWU Fund go directly to these giving options and are tax deductible.

Providence : North Miami : Denver : Charlotte : Charleston : Norfolk : Vail





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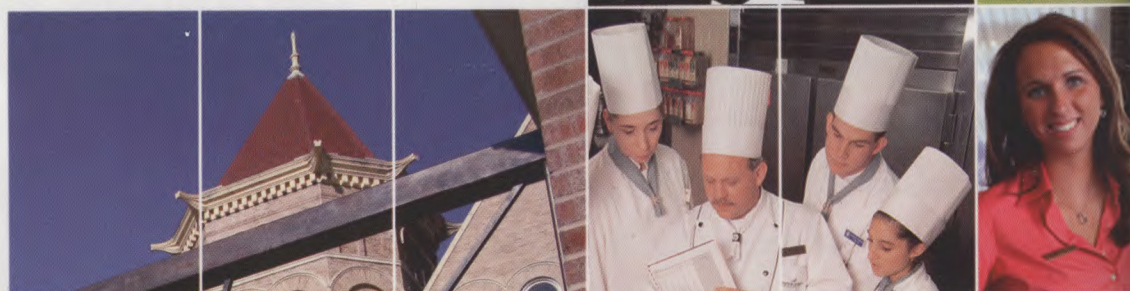


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## Vision 2006



## Vision 2001



## Vision 1994

